

strategy™

bold vision **brand** new ideas

DRESSED FOR DINNER?

FIREPLACES & HDTV: BIG MAC MEETS THE CAFE CROWD
McD's KICKS QSRs UP A NOTCH



COUCH FIGHT
BELL VS. ROGERS:
WHO'S GETTING
THEIR STUFFING
KICKED?

**THE NEXT
BIG THING**
SEE WHO'S
GOING
POST-DIGITAL





EFFICIENCY THROUGH INTEGRATION

**BROADCAST
TV+RADIO**

**AUDIO
+VIDEO**

**INTERACTIVE
MEDIA**

POST

**STORAGE+
LOGISTICS**

PRINT

Business is all about time, it's about money, and ultimately, it's about your bottom line.

At MIJO, high expectations are established and met daily, thanks to our integrated services and prompt, accurate, and highly professional delivery. Creativity infuses all we do – contributing to our continued evolution ahead of the industry. Committed to expanding our menu of services, MIJO delivers all you need in one place, at one time.

To serve you better, we have also reengineered our website. Take a look and you'll see that it's a quick, smart, and user friendly working tool that will make your job that much easier.



MIJO.COM

635 Queen Street East
Toronto, Ontario
M4M 1G4

Tel: 416.964.7539
Toll-free: 1.800.463.MIJO
Fax: 416.964.5920



CONTENTS

September 2009 • volume 21, issue 1



4 EDITORIAL
A few observations on the **changing nature of “big things”** in the ad biz realm

8 UPFRONT
Make a movie with **LG**, create a scholarship with **Dell** and augment reality with **Molson**

12 BIZ
McDonald's Canada takes a **bite out of the competition** with the help of free coffee, restaurant redesigns and Olympic athletes

19 WHO
Sybil Taylor wants **women to drink more** Steam Whistle (men should drink more too)

22 CREATIVE
Cogeco updates Toronto's landmarks, **Carling** has some great ideas and **Princess Margaret** says a lot without a word

24 DECONSTRUCTED
Rogers vs. Bell: **whose couch** do you want to sit on?

37 MEDIA
Audiences are **mad for online video**, and that means nets and media buyers must **change with the times**

41 NEXT BIG THING
What's new in engaging **audiences**, getting personal with **brands** and bringing **agencies** to the next level

56 FORUM
Craig Redmond tweets **brain spatter** and Will Novosedlik is **on time**

58 BACK PAGE
John Farquhar predicts the future of advertising – and **it's cuddly**

ON THE COVER Want to know where the coolest McDonald's in Canada (in our opinion) is located? It's at the McDonald's headquarters in Toronto, where president John Betts (left) and CMO Brian O'Mara sat down for some grub and a photo shoot with Nigel Dickson. They were happy to have a seat after spending a good chunk of time standing in front of a giant, steaming cup of coffee (see p. 12). The best part of the shoot? The food was prepared by a guy in a white lab coat who expertly made the Big Mac look extra delicious. That and the free fries.



Ad bugs and next big thingness

A *strategy* reporter was mocked by an ad this week. (I guess it was inevitable that one day they would seek retribution.) The brand that schooled Jonathan Paul was Burger King, specifically the Angry Whopper microsite. Burgerking.ca/getangry features an "Angrrrometer" which deploys face-tracking technology to gauge your rage as you yell into your webcam. And if you don't have a webcam, you get teased for your Luddite ways.

Despite the mocking, we're happy to see Canada get some BK zaniness going on, and expect more in this vein with Taxi 2 on the case. And kudos to BK Canada for going to a value place with its messaging (see p. 8), which pundits in the U.S. decry as AWOL from the brand's highly publicized efforts there.

It's a positioning that certainly helped McDonald's weather the economic woes. Now it's upgrading the QSR experience, and in doing so, will no doubt become a competitive threat to a few new categories from coffee houses to fast-casual (see p. 12). Some ad pundits here also liked the new, more sophisticated tone of McD's advertising recently, but thought the focus on value was a step back. However, for the more price-sensitive burger-eaters, it works.

As most things seem to boil down to, it's all about balance. And the talk value of "sizzle" tactics, as long as it's connected to the right message, is definitely gaining weight. Curiously, the Angrrrometer is one of the first commercial uses of face-tracking, so will no doubt reap buzz. And it's not the only tech first in this issue. While CBS and Pepsi Max may have been the first to bow a video-in-print (VIP) ad with fall show clips in *Entertainment Weekly*, Molson Dry is using augmented reality (AR) to spring videos out of beer bottles. An exercise that began with cold-triggered ink on "party bottles" went way beyond cool when Cossette Montreal added a downloadable app to the equation to uncap animated messages when the bottle is exposed to a webcam (see p. 9).

Given the number of "firsts," we thought sussing out the Next Big Thing(s) – brands on the brink, agencies on the cusp – for this issue's report would be easy. Ha.

We looked at awards shows for signs of Next Big Thingdom on the agency front. But that seemed a little last-decade as criteria. We also had a big whack of NBTs from the realms of media, research and brands. But while all had great potential, it seemed too narrow an approach.

Ultimately, we took a different tack. We looked at the issues and trends underpinning success – or failure. Then we looked at the companies who have solved some common challenges, and/or are on the right path.

Since earned media is really the Next Big Thing in media, we chose to focus on audience, and the kind of programs that truly engage while generating their own PR. For instance, we profile Mazda's Quebec-based "33 Keys" alternate reality game as the posterchild case for this: the players kept the game afloat after the program had wrapped and the prizes were doled out.

We also included the new ways that CMOs are listening to their customers in the Next Big Thing portfolio. While listening to all those posts and tweets is nothing new, understanding what they mean for brands looking for deeper conversations is definitely a NBT.

On the brand front, we focused on a few that had developed their own unique formula for winning loyal fans, including hot teen fashion retailer Aritzia's charming old-school clienteling.

Ultimately, we went from a laundry list of contenders to a select smattering of interesting ideas and models, curated with an eye towards uncovering an idea or two to steal (start on p. 41).

Perhaps we should have just put out a tweet or analyzed Google searches for predictive trends and saved ourselves a lot of debate. Maybe next (big thing) time.

cheers, mm

Mary Maddever, exec editor, *strategy*, *Media in Canada* and *stimulant*

P.s. Check us out on Twitter. Be forewarned that we may use it to put you to work and pick your brains :)

VP & Executive Editor / Mary Maddever / mmaddever@brunico.com

Creative Director / Stephen Stanley / sstanley@brunico.com

Special Reports Editor / Carey Toane / ctoane@brunico.com

Copy Chief & Writer / Emily Wexler / ewexler@brunico.com

Reporter / Jonathan Paul / jpaul@brunico.com

Contributors / John Farquhar / Will Novosedlik /

Craig Redmond / Tim Shepherd / Gariné Tcholakian

Sales / (416) 408-2300 / Fax (416) 408-0870

Publisher & Executive VP / Laas Turnbull / lturnbull@brunico.com

Associate Publisher / Carrie Gillis / carrie@strategybrunico.com

Account Manager / Adam Conrad / adam@strategybrunico.com

Account Manager / Stephanie Greenberg / stephanie@strategybrunico.com

Publishing & Marketing Co-ordinator / David Terpstra / dterpstra@brunico.com

Director Creative Services / Kerry Aitcheson / kaitcheson@brunico.com

Production & Distribution Co-ordinator / Sasha Kosovic / skosovic@brunico.com

Senior Manager, Audience Services / Jennifer Colvin / jcolvin@brunico.com

Assistant Manager, Audience Services / Christine McNalley / cmcnalley@brunico.com

Conference Producer / Wendy Morrison / wendy@strategybrunico.com

Administration

President & CEO / Russell Goldstein / rgoldstein@brunico.com

Executive VP / Laas Turnbull / lturnbull@brunico.com

VP & Editorial Director / Mary Maddever / mmaddever@brunico.com

VP & Chief Information Officer / Omri Tintpulver / otintpulver@brunico.com

Controller / Linda Lovegrove / llovegrove@brunico.com

How to reach us

Strategy, 366 Adelaide Street West, Suite 500, Toronto, Ontario, Canada M5V 1R9
 Tel: (416) 408-2300 or 1-888-BRUNICO (1-888-278-6426) Fax: (416) 408-0870
 Internet: www.strategymag.com

Letters

All letters sent to STRATEGY or its editors are assumed intended for publication, unless otherwise stated. We accept no liability for the loss, damage, or destruction of submissions however arising, while in our offices, in transit, or elsewhere. All material to be returned must be accompanied by a self-addressed, stamped envelope.

strategymag.com

The full text of all issues since July 1992 is available online at www.strategymag.com.

Customer care

To order a subscription, visit www.strategymag.com/subscribe. To make a change to an existing subscription, please contact us by email: strategycustomer@brunico.com. Tel: (416) 408-2448 Fax: (416) 408-0249. PO BOX 369 Beeton ON L0G 1A0.

Subscription rates

STRATEGY is published 12 times per year by Brunico Communications Ltd.

In Canada: One year CA\$80.00 Two years CA \$144.00

(GST included. Registration #85605 1396 RT)

Single copy price in Canada is CA\$6.95. Please allow four weeks for new subscriptions and address changes.

Copyright and trademark

STRATEGY and the tagline "Bold vision brand new ideas" are trademarks of Brunico Communications Ltd. All rights reserved. Nothing may be reproduced from STRATEGY in whole or in part without written permission. Reprint requests should be sent to rgoldstein@brunico.com. © 2009 Brunico Communications Ltd.

Postmaster notification

Canadian Postmaster, send undeliverables and address changes to: Strategy, PO BOX 369, Beeton ON L0G 1A0 strategycustomer@brunico.com
 U.S. Postmaster, send undeliverables and address changes to: Strategy PO BOX 1103 Niagara Falls NY 14304 Printed in Canada. Canada Post Agreement No. 40050265. ISSN: 1187-4309.

Member of



Using FSC certified products supports responsible forest management.

Media Jobs

IN CANADA

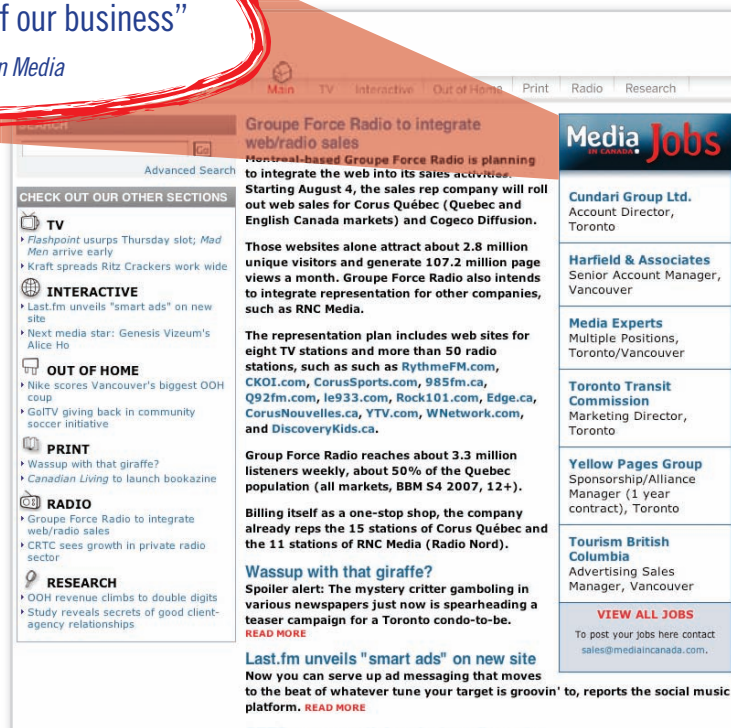
Two Sites. One Price. Position Filled

From fresh talent to seasoned pros, reach the most informed job seekers through Media in Canada.

Bonus: You'll be cross-posted on *strategy*.

"Posting on Media in Canada was money very well spent. It yielded a select group of industry professionals well-suited to the needs of our business"

— Dana Toering, General Manager, Adconion Media



Get your job description and logo ready.
Then call and leave the grunt work to us!

For advertising information,
contact Stephanie Greenberg at 416.408.2300 x444;
stephanie@strategy.brunico.com



Desperate times...

In uncertain times, clichés can be useful. Inspiring, even. That's because they contain elements of universal truth – strands that boil down often complicated ideas into bite-size, directional packets.

This was especially clear to me on two recent jaunts to New York and Los Angeles. I went with a simple purpose: to meet high-ranking agency folk – along with top production industry people – to see what's new. Very quickly, the same message began to snake its way into each and every interaction. Here's a loose translation: "It's a crazy-scary time, we've never been busier but aren't making much money, and our business model has completely changed in the past six months." Pause. "But, hey, necessity breeds invention, and it's a really fucking exciting time to be in this industry!"

That last piece has been elevated from mere saying status to full-blown cliché of late. For many people, it stems from genuine excitement and optimism; for others, it's something that offers hope—a kind of self-directed pep talk. Whatever the case, change-as-opportunity has become a mantra for our times, the result of a forced marriage between a lousy global economy and rapid technological innovation. And you know what? It *is* an exciting time, particularly in the mediascape.

This was our *raison d'être* in creating a new event called AToMiC – or Advertising, Technology, Media, Creativity (atomic.strategyonline.ca). It all began a few months ago, when we got together a group of great thinkers from different parts of the Canadian industry and asked them to define the kind of event that would get them pumped. It was a lively discussion, tinged with disagreement and varied, well-defined perspectives.

Time and again, however, the discourse came full-circle to media, and especially digital media – namely, that it's the most dynamic, relevant, important space in the advertising and marketing world. Our quorum made it clear they wanted something different, something challenging. Something that examines media innovation in a way that's practical and actually works for brands.

With that in mind, we've begun to assemble a roster of speakers who all have a clear and compelling vision of media. To wit:

- Hashem Bajwa, a brilliant technologist who just landed a gig as director of digital strategy at Droga5, perhaps the most influential and creative agency on the planet
- Susan Bonds, president and CEO of 42 Entertainment, a pioneer in the ARG realm who created a memorable (and highly effective) campaign for the *Halo 2* launch, as well as Grand Prix-winning work for the band Nine Inch Nails and the film *The Dark Knight*
- Paul Woolmington, a brilliant innovator who was chosen to chair the first-ever Cannes Media Lions, and served on last year's jury for the Titanium and Integrated awards

The list goes on. In the end, no one can deny that it's a tough time in many respects, but it's also a wonderful time to re-evaluate and reconsider everything you do. In fact, it's become an *idée fixe* for smart marketers. I certainly hope you'll join us and our awesome lineup of speakers in Toronto on Oct. 7. It promises to be not only inspiring and enlightening, but essential if you want to keep pace with a world that's gone a little haywire. A little screwy.

Bottom line: when the going gets tough, the tough get going.

Laas Turnbull, Executive VP, Brunico Communications
Publisher, *strategy*, *Media in Canada*, *stimulant*, *boards*
(416) 408.0859

SPONSORED ALSO IN THIS ISSUE... SUPPLEMENTS

PAGE S25



PAGE S47



UPCOMING SUPPLEMENTS

October 2009

Sports Marketing

November 2009

Custom Publishing



ADVERTISING
TECHNOLOGY
MEDIA
CREATIVITY

Where Media Innovation, Technology and Creativity Collide

If you're on the media, creative or client side, join us for the day and learn how to get ahead in this climate of rapid innovation and unbridled creativity. It's a new kind of media event for a new age of advertising.

REGISTER BEFORE SEPT. 11 AND SAVE 20% OFF THE FULL RATE
• **GROUP RATES FOR 5+ AVAILABLE**



Hashem Bajwa



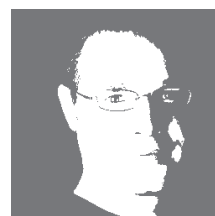
Susan Bonds



Faris Yakob



Paul Woolmington



Jason McCann



Cynthia Fleming

The New, New Things in...

Technologies that Work for Brands

Hashem Bajwa, Director of Digital Strategy at groundbreaking agency Droga5, will highlight some innovative technologies and emerging media that have strategic applications for brands. Bonus: He'll also offer foresight into where consumer behaviours may be going.

The New, New Things in...

Immersive Media and Entertainment

Susan Bonds, President of 42 Entertainment, one of the world's leading creators of ARG-driven campaigns, will share case studies that include the massively successful "Why So Serious?" alternate reality game for The Dark Knight launch.

The New, New Things in...

Interactive Narrative & Media Planning

Faris Yakob, Chief Technology Strategist at McCann Erickson, will discuss transmedia storytelling and take a big-picture look at the changes technology have brought to the planning side.

The New, New Things in...

Mind-Blowing Uses of Media

This panel discussion, moderated by **Paul Woolmington**, Partner at Naked Communications, will begin with each participant presenting their favourite creative media ideas and executions of late. The cohort: **Jason McCann**, Interactive Associate Creative Director at TAXI, **Faris Yakob** and **Cynthia Fleming**, COO at Carat Canada.

Presenting Sponsor

THE GLOBE AND MAIL 

Patron Sponsor



Association Sponsor



Brought to you by



To register contact Joel Pinto at 416-408-2300 x650

For sponsorship opportunities contact Carrie Gillis at 416.408.0863 carrie@strategy.brunico.com

atomic.strategyonline.ca



LIFE'S GOOD, BUT LG THINKS IT'S \$100K BETTER IN HD

LG Electronics thinks that life is pretty darn good. So good, in fact, that people should be celebrating it in high-def. To spread the word, they enlisted the help of some Hollywood star power, recruiting actor/musician Jamie Foxx to help unveil the inaugural LG Life's Good FilmFest at a launch event in Toronto last month.

The program, partly inspired by the brand's new series of HDTVs, is homegrown, born and bred by a team at LG Canada. It calls on aspiring filmmakers from all over the world, of all skill sets and abilities, to submit high-definition films up to five minutes in length, expressing uplifting messages falling in line with LG's "Life's Good" platform.

"We realized that it's more meaningful to do a platform whereby our customers can actually create their own content," says Tim Barnes, marketing director, LG Electronics Canada. "It's more relevant, and to be honest, with the 'Life's Good' platform, it makes a lot more sense because it's actually defined by our customer as opposed to being defined by us."

The festival – which is promoting a call for entries via partnerships with Google, YouTube, Film.com, and through a dedicated microsite, LGFilmfest.com – has four categories: animation, sports, narrative and fashion and music. Three category winners will win \$10,000 each, and the fourth, chosen as the festival's overall winner, will receive \$100,000.

Winners will be determined by a panel of celebrity judges, and announced at an event in January. **JP**

BURGER KING'S ANGRY, AND AMPING UP VALUE BY JONATHAN PAUL

If you see tempers flaring at Burger Kings across Canada, that's because in August the fast-food chain reintroduced the Angry Whopper.

Word of the splenetic sandwich's return was spread through a national campaign developed by Toronto-based Taxi 2, including TV, radio and banner ads, as well as a microsite at Burgerking.ca/getangry. The creative, which plays on the idea that when you eat the spicy burger, angry thoughts invade your mind, is Taxi 2's first on behalf of BK since they began working together in March. Taxi Montreal adapted all material for the Quebec market, and Initiative Media handled the media buy.

Adding limited-time premium burger offerings like the Angry Whopper to the regular menu works to balance out a value strategy that the QSR brand has emphasized over the last year. It's based on the King Deal value menu, which features a different sandwich combo special every day of the week that offers customers good portions at a low price – \$1.99 to be exact.

"We need to make sure that we are communicating a strong product offering



The Angry Whopper microsite allows users to gauge their rage by turning on their webcams and screaming into their computer mic to see if they're hot enough under the collar for the spicy sandwich. Face-tracking technology is being deployed to measure the physical effects of anger on Whopper fans, in what is curiously one of the first commercial outings for this tech in Canada.

on both ends because the customers, especially these days, expect you to have both," explains Jason Keown, senior director of marketing, Burger King Canada.

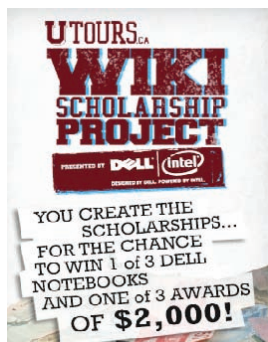
The strategy has been working. According to the NPD Group, between May 2008 and 2009 Burger King's volume of dollars went up by 11%, and within the QSR burger segment, which grew overall by 5%, the restaurant's share of dollars increased by 0.5%. From January to March, value menu occasions at BK increased by 6%, compared to the regular menu, which remained relatively flat.

As such, Burger King plans on stepping up its value messaging. It recently launched a national coupon program and, on top of keeping King Deal prevalent at point of purchase, it intends to further lace it into its national media buys.

"From a strategic perspective we're very happy with how that value offering resonates with our customer," says Keown. "We just need to make sure that they're aware of it."

DELL AND INTEL GET INSIDE STUDENT MINDS

BY GARINE TCHOLAKIAN AND EMILY WEXLER



The computer retailer and the software co gave an assignment to their back-to-school target this term, asking students to define and design the scholarships they would like to apply for. Through the new Wiki Scholarship Project, students customize their dream scholarships for a chance to win \$2,000 and a Dell notebook, in a program befitting Dell's individualized "Yours is Here" and Intel's "Sponsors of Tomorrow" positioning.

"Instead of voting on who would get [the prize], like many other similar contests, they're

all collaborating in a true open-source way at defining what the right scholarship parameters would look like," says Doug Cooper, country manager, Intel Canada.

The wiki can be accessed through UTours, a video database that helps students compare and choose universities. Over 800 scholarships were created since the site went live on June 1, and a panel of judges narrowed them down to the top three – the Second Chance Scholarship, the Businessman/woman of Tomorrow, and the I Wish I Knew Then What I Know Now Scholarship.

The project was promoted virally through YouTube, Facebook and Twitter, as well as via some targeted Facebook advertising. Toronto-based UTours developed the program's creative, as well as its promotions and digital media buys. Flyers promoting the Wiki Scholarship Project were also sent to high school guidance counselors to distribute to their students.

The winners of each scholarship, which will be awarded early this month, will receive \$2,000 cash prizes for school and a Dell notebook. www.wikischolarship.ca

[WHAT'S NEXT] MOLSON DRY PIONEERS A NEW MEDIA TWIST

Molson Dry is adding a modern spin on the message in a bottle through the digital magic of augmented reality.

Back in June, the beer brand launched "party bottles" in Montreal – where it is known as the definitive party brew – that display over 20 different party messages on new labels when cold. Molson Dry worked with Cossette in Montreal to take the thermal ink technology a step further, unveiling a



brand campaign that incorporates augmented reality. It marks the first time that AR has been featured in a commercial effort using a real product as opposed to a printed graphic icon.

TV and online ads as well as a social media push direct beer drinkers

to MolsonDry.com, where they can download an application to activate three different live animated messages that appear to spring forth from the bottle when held up to a webcam.

A recording feature also allows users to make clips of themselves playing with their animations, which they can then upload to the site. The top-rated user clips are recycled as banner ads that drive other people to the website.

The app, live since July, will be available for the foreseeable future. It works with all Molson Dry labels, though the brewer plans to release its party bottles – also to remain a permanent fixture – across the country. **JP**

"At the end of the day, you have to have a human element"

Brilliant!

ATB'S BANKING BLISS

BY EMILY WEXLER



Hate line-ups and drab décor? Enjoy lounging in a comfortable seat with free Starbucks and Wi-Fi? Fortunately, Edmonton-based ATB Financial is changing the in-bank experience with the help of Calgary agency Karo. This fall, Edmontonians will experience a newly designed branch, similar to three others that opened in Calgary earlier this year.

Customers can relax in the "Dream Centre," and be waited on by a concierge instead of standing in teller lines. Employees also benefit from a staff lounge equipped with a Wii, LCD TV and computers.

"The question is, why invest in a branch when a lot of other institutions are going the way of the internet?" says Steve Fedorchuk, regional VP of retail financial services at ATB. "But 60% of our potential customers, of Albertans, prefer to still use bricks and mortar and supplement that experience with point and click. At the end of the day, you have to have a human element. You need a meeting place, and we wanted a feel like a coffee shop."

Each redesigned branch reflects its community; for example, the branch at the Southern Alberta Institute of Technology has a student lounge and foosball, while Calgary's 17th Avenue branch features work by local artists. A supporting print, direct mail and OOH campaign has the tagline "You may never bank online again."

The success of the prototype branches will determine whether or not the changes will be implemented across the 100+ branches in Alberta.

WATER COOLER

ASKING CANADIANS



From cute and cuddly to strange and offbeat, love 'em or hate 'em, mascots are as familiar as family (sometimes even more recognizable). They've become key figures in the marketing of our favourite burgers and fries. But some mascots may be a little better than others at convincing us to forgo a home-cooked meal in favour of a bacon double cheeseburger. We wanted to know which mascot makes Canadians smile (and stuff their faces).

Which mascot would you root for in the ultimate fast-food fight club?

The A&W Root Bear	33.1%
Ronald McDonald	26.4%
Wendy	16.4%
The KFC Colonel	14.5%
The Burger King	9.6%

This poll of 1,000 Canadians was conducted by the AskingCanadians™ online panel from July 17 to 20 2009. AskingCanadians™ is owned and operated by Delvinia Data Collection. www.delvinia.com

PARISSA BRINGS SEXY BACK-VERTISING



Visitors to Vancouver's Kits Beach found themselves in a very unsexy situation one bright summer's day. Traipsing up and down the sandy shoreline was an excessively hairy fellow with the words "Parissa Wax Strips" waxed out of his luxurious mane of back hair.

The folks at Vancouver-based Rethink, who thought up the stunt, decided to use what they're coining "backvertising" because they felt it would be a great way to attract attention to Parissa.

"Our goal was to get noticed, and waxing words into a hairy guy's back struck us as funny," explains Katie Ainsworth, associate CD at Rethink. "Luckily, it struck a lot of other people as funny too."

Indeed, many beachgoers laughed, and some even posed with the wax strip-toting sasquatch, er, man, who had free samples to give out to men and women alike.

Rethink estimates the press generated was worth about \$250,000, far exceeding the agency's production budget of \$2,000. And "backvertising" seems to have been entrenched into the Canadian zeitgeist.

"That term didn't exist before, and within five days, there were like 8,000 blogs with this exact story," says Ainsworth. "They were all related links." **JP**

WEST VALLEY MARKET'S LILLIPUTIAN STRATEGY

BY TIM SHEPHERD



Residents of Vancouver's west end had to watch their step this summer. In what might be the smallest OOH campaign ever, 500 small pots planted with vegetables with signs reading, "A small taste of the farm – West Valley Market," were put on doorsteps and in public places and were free to take home. Next, miniature scenes appeared outside condos and on grassy verges to promote the small, family-run grocery store.

The mini models, set up mid-summer by Taxi Vancouver, depict roughly a dozen scenes, such as a tiny farm, a diminutive Zen garden and a miniscule Italian feast. Signs with slogans like "A small taste of Japan" and "A small taste of Italy" along with the store's name explain the wee tableaux.

"We really wanted to separate ourselves from the big box stores and how they advertise," explains store owner Colin Lo. And what better way to distinguish itself as the local indie option than a miniature campaign?

Branded magnets in the shape of tiny food items were also placed throughout the neighbourhood on lampposts, fire hydrants and virtually any other metal object the Taxi staff could find. A clever bit of connection planning as long as locals don't have magnet-foiling stainless steel fridges.

For many marketers, "number crunching" is often an anxiety-riddled exercise

Marketing and sales are a numbers game. Learn how to calculate key business drivers to optimize costs and deliver better profits. This hands-on CMA seminar examines some of the basic formulas and special arithmetic used in direct marketing driven companies.

Take back strategies on how to:

- Write a business case justification with numerical support;
- Budget more accurately;
- Focus on the most important metrics.

Learn key marketing formulas, calculate direct campaign metrics, and interpret segment trends.

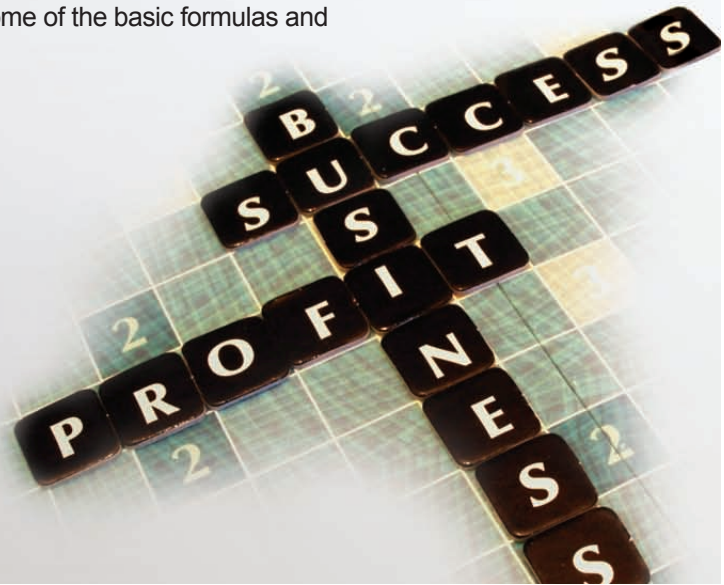
Seminar Instructor:

Geoff Linton, Vice-President, Inbox Marketer

CMA's Marketing Math 101 Seminar

Part 1, September 23, 2009 | Part 2, October 1, 2009

Register today at www.the-cma.org/marketingmath
or call 416.645.3281.



"It's time for the budget meeting."

Those words can strike terror into the hearts of marketers who often feel they are at the mercy of a murky and even antagonistic budget process and the CFO. The end result should not be "us vs. them" but rather a common framework that meets the objectives of all concerned. Done properly, Finance becomes your ally - not your enemy.

The purpose of this seminar is to help you find ways to work with Finance and other members of the budgeting process to get you the budget you need.

Participants will learn:

- Financial concepts and how they impact the budget process;
- Help educate finance on how marketing views the world;
- Explore ways to reconcile differences in thinking and methodology;
- Review how and why to focus on "all-in" costing.

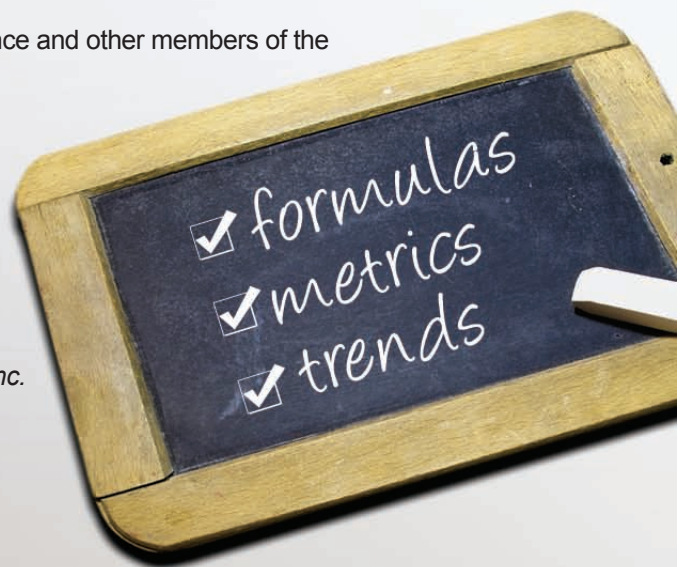
Seminar Instructors:

Ann Gronow, President, CVM Marketing Inc.

Colin Tener, Vice-President, Business Development, CVM Marketing Inc.

CMA's Managing the Budget Process for Success Seminar

October 8, 2009 | Register today at www.the-cma.org/budget
or call 416.645.3281.



McDONALD'S PLANS TO WIN

BY EMILY WEXLER



**THE CANADIAN BRANCH OF THE MOST
UBIQUITOUS RESTAURANT CHAIN IN THE
WORLD UPDATES ITS IMAGE WITH MAKEOVERS,
NEW MENU ITEMS AND HIPPER ADVERTISING**

Thirty-eight years ago, a college kid named John Betts was putting ketchup on buns behind the counter at a McDonald's in Southampton, NY. After graduating from Long Island University, instead of going out to get a "real job," as he puts it, he stayed on at the QSR, working his way up the ranks in the U.S. until moving north last year for his current position – president of McDonald's Canada.

Chief marketing officer Brian O'Mara followed a similar path, starting out on the grill as a student 20 years ago. With so many years of experience between them, they've seen McDonald's evolve from a fast food fun house to (what they hope

negative press in the past (having been the subject of lawsuits, documentaries, protestors, etc.). However, Betts and O'Mara are unwavering in their devotion to the company and their belief in its offering, noting recent attempts to be more transparent about what goes into the food.

"It's meat, potatoes, salad, yogurt, fresh eggs," says Betts. "We did that ad [showing employees cracking eggs], and actually had people say, 'we didn't know you used real eggs.' How do they think an Egg McMuffin gets that shape? Do they think it's manufactured in a factory? But it's just because we're so big and we haven't taken the time to tell our quality story. I've been eating the food for

currently testing the McCafé line of products (which is available in the U.S. and includes cappuccinos and lattes) in 70 locations in Atlantic Canada to determine whether or not to roll them out in the rest of the country.

Getting a little more creative with their menu has led to



Since the Plan to Win began, we've been doing a lot to **be more relevant, to be a "forever young" brand and to demonstrate to consumers that we understand them** and we're trying to ramp up our offering

will be) a more sophisticated dining experience.

The first Canadian McDonald's opened in Richmond, B.C., in 1967, followed the next year by the first Eastern location in London, ON., by famous licensee George Cohon (who was chairman, president and CEO from 1971 to 1992). The chain grew steadily over the next few decades, and today there are more than 1,400 McDonald's with 77,000 employees in Canada – just a small fraction of the over 31,000 restaurants in 119 countries around the world.

While the current global tagline is "I'm lovin' it" (introduced in 2003), there's no denying that McDonald's has faced its fair share of

38 years and if you tie it into an active, balanced lifestyle, it's good for you."

Telling their "quality story" is just one way that the QSR is revamping its image. It's upgrading restaurants to be more inviting and has recently taken on the café crowd by offering premium coffee – making major waves this summer when it gave free coffee to cash-strapped consumers, resulting in a plethora of media stories and nervousness among the \$5 latte distributors. McDonald's is

getting a little more creative with their advertising, which all originates in Canada for this market. In the last few months, AOR Cossette has produced stand-out OOH such as giant (literally) steaming cups of coffee in major cities, some billboards with salad ingredients bursting into the sky and others held up by huge Greek columns to promote the new Mediterranean menu items.

Television spots have also experienced a makeover, with a more contemporary,



Above: Free coffee, anyone? A TV spot touts the popular summer promo.

Below: Olympic water bottles debuted in August as part of the restaurant's Vancouver 2010 sponsorship. Opposite page: president John Betts (left) and CMO Brian O'Mara (right) with a giant coffee OOH display at McDonald's HQ.

urban feel, such as ads featuring exhausted dads taking a much-deserved break, a young professional brokering deals while enjoying his coffee and Egg McMuffin and an office assistant dutifully taking down an email about a Snack Wrap from his boss.

It's all been brought to life with a core marketing team of 15, as well as regional marketers in Vancouver, Toronto and Montreal, where French-language advertising specifically created for the Quebec market originates. The team works with Cossette as well as OMD for media, The Marketing Store for promotions and Watt for merchandise design.

Renovating stores, beefing up the menu and embarking on big ad campaigns makes sense for a business that seems to thrive in a recession. Global sales rose by 4.8% in the last reported quarter, with McDonald's Canada bringing in \$2.91 billion.

We asked Betts and O'Mara about the changes we've seen, what they'll be doing leading up to the 2010 Olympics and how they're staying on top of the QSR game.

How has the economic climate affected your business?

Betts: It hasn't really impacted us badly at all. We had a very strong business plan put in place: it's called the "Plan to Win," and it's a very consumer-centric plan. It's focused on meeting [their] needs. Our plan was built around things like breakfast value, product offerings, broadening our menu, being open when [consumers] want us to be open, refreshing, re-imaging our restaurants and improving the experience. All those things were in place before the world changed in that fourth quarter of last year. Our business was growing significantly before

the fourth quarter started, and it's continued to grow since.

O'Mara: Value is a big part of our DNA. So during recessionary times, does that play into our sweet spot and into our favour a little bit? Sure. We're fortunate to be one of those brands that has a tendency to ride the economic times pretty well.

In your recent ads there's a more contemporary, urban tone, was that a conscious decision?

Betts: Absolutely. Being more relevant, connecting better with customers and being more contemporary is what the "I'm lovin' it" spirit is all about. Since the Plan to Win began, we've been doing a lot to be more relevant, to be a "forever young" brand and to demonstrate to consumers that we understand them and we're trying to ramp up our offering.

McDonald's seems to have such a wide reach, who is your key target?

O'Mara: We're an inclusive brand; we've got such a broad customer base that we try always to have as much broad appeal as we possibly can. If you were to describe our base targets it would be more young adults and families. So from a young adult perspective, we're doing things across the breadth of the business plan to appeal to them, whether



it's more accessible hours of operations or the Value Picks program, and our Snack Wrap lineup really has high appeal for young adults. Fresh, contemporary dining rooms that are a little bit



more sophisticated – all those things play to young adults in a pretty big way.

How has your approach to reaching kids changed over the years?

O'Mara: We've been very responsible about the way we talk to kids.

We made a pledge in February 2008 about how we're going to market the Happy Meal bundle as responsibly as we possibly can. In all Happy Meal ads since then, we feature the healthiest possible options, so we talk about white meat nuggets, milk and apple dippers in the advertising. Obviously we can't advertise to kids in Quebec. But quite a bit of our effort is really family-oriented and talking to moms as well.

Betts: The Mom's Quality Correspondence is one of the ideas that we stole shamelessly from another market. Richard Ellis, our senior VP of communications put together a program where we have five moms from across Canada who we are [showing] everything about us. So they've been

Movin' on up: A restaurant in Vancouver (above) boasts an LCD TV while one in Nanaimo, B.C. (below centre), features a relaxing fireplace.

Connecting better with customers and being more contemporary is absolutely what the "I'm lovin' it" spirit is all about



looks like we started something Thanks to all the CMA members who voted for our Ripple Award idea. We are privileged to have contributed to this important evolution of Canada's pre-eminent marketing association.

Attracting customers and keeping them engaged is our discipline, our science, and our art. Staying true to the core principles of marketing, while adapting to customer demands, we transform short-term results into long-term loyalty. We are your antidote for an ever-changing economy and an evolving marketplace. We are **The Customer Loyalty Agency.™**

Time to start something? Contact our President, Di Cullen: (416) 552-2094 • dcullen@directantidote.com

to our beef plant, they've been to where the chickens are prepared for production, they had an opportunity to go to Chicago and see the world headquarters. They see everything about us; it's totally transparent, and they write a blog [at Mcdonaldsmoms.ca] and communicate to the world.

It's about trying to talk about some of these things that may be myths, maybe folks just don't know or understand, and they give us their feedback. It's been refreshing.

McDonald's hosted a fashion event in Yonge-Dundas Square in Toronto to promote the new salads to women. What was the strategy and what were the results?

O'Mara: Fashion and salads are two things that women have a lot of passion for. In fact our research showed that many women would rather buy a dress and eat a great salad than go out on a date.

As primary salad eaters, we wanted to develop a line of impressive salads that women would view differently from our regular menu items. What better way than to stage an event just for women where they could indulge in their two favourite passions: fashion and salad eating.

There haven't been too many hot and sunny days in Toronto this year, but our Summer Style luncheon – during which more than 650 people got to sample a full-sized entrée salad of their choice – kicked off the season in style. [Attendees] were treated to fashion tips from leading experts on dressing and accessorizing for the summer.

Are women an elusive demo for you?

O'Mara: It's not really an elusive target. Believe it or not when we do user studies across Big Macs and Quarter

Pounders with Cheese, it's actually a 50/50 split – women eat a lot of burgers. But we have all kinds of other choices. I think consumers in Canada eat as many as three salads a week in the summertime so it's part of just understanding what consumers want and then fill the need.

Natural, "from the earth" items seem to be a big trend these days. How have you been responding?

O'Mara: We've got a great story to tell and we're telling it a little smarter than we have in the past. We have a saying at McDonald's that "when we tell our story we win." Our premium roast coffee is a great example; it's 100% Arabica beans, freshly picked, fire-roasted, and we just weren't really telling that

There are a couple of other competitors in Canada that sell a lot of coffee and I think that today folks think about us a lot more – we're further into the forefront of the mind when it comes to coffee.

Of course coffee is the lead-in to breakfast, so it's really about the overall breakfast. Folks come in for a free cup of coffee and they see all the great offerings we have, they remember, "oh yeah, that's the Egg McMuffin." The fresh baked muffin and coffee for \$1.39 – no one in Canada can touch that offer.

And we've been absolutely thrilled with the response. One of the best parts about it was our owner-operators from coast to coast, every one of them said, "Let's do this, let's re-introduce ourselves." I believe we called it "Let's start fresh." It was about starting

Our research showed that many women would rather buy a dress and eat a great salad than go out on a date

story to consumers. [So we] came out with, "hey, tasting is believing, so why not do something really fun and engaging for the customer?" And that led us to the national sampling effort.

How did consumers react to the free coffee promotion?

Betts: In the last couple of years we made a lot of changes to our coffee; we standardized the equipment from coast to coast, we changed our procedures in terms of training employees and we introduced the new coffee cup with new lid. It is a great cup of coffee and yet not enough people knew it. And one of the biggest pieces of feedback from our sampling was folks said, "We didn't know your coffee was this good."

a new relationship. The crew and the managers were absolutely thrilled, and we gave away millions of cups of coffee. It was very big for us.

McDonald's is a sponsor of the 2010 Olympic Games in Vancouver. What are you doing to promote that?

O'Mara: We [started] in August with a sports bottle offering commemorating the Vancouver Games and our stable of Olympic athletes that we work with, so a Patrick Chan bottle, a Cindy Klassen bottle, one signed by Crispin Lipscomb and Brad Martin, our great snowboarders. Then we've got hockey and an alpine design, so we think these are going to be great back-to-school gifts and



Let them eat salad: an event in Yonge-Dundas Square in Toronto brought in designers to offer fashion advice to female consumers.

Way to go Direct Antidote. This is **huge**. You really wowed them. Winning the CMA Awards Redesign Contest is a **huge** accomplishment. The Ripple Award idea is just another example of how your fresh and innovative thinking triggers change and grows into something **huge**. And that something keeps getting bigger and bigger. You have been instrumental in helping the largest coalition loyalty program in North America acquire and inspire a **huge** number of AIR MILES® Collectors.

Now everyone knows what we at AIR MILES have known all along. That Direct Antidote is a proven leader in the customer loyalty business. A creative force to be reckoned with.

You really deserve a **huge** congratulations!

From your hugest fan.





Above: coffee was promoted online with an interactive contest. Right: athlete Patrick Chan helps promote the chain's Olympic sponsorship.

plays into folks' active, healthy lifestyles.

Our Olympic activation platform is to tell the great employment story that we have and it's a best-kept secret. We've been feeding Olympic athletes for decades at the Winter and Summer Games, so we're going to tell the story about sending our best crew people and managers from across Canada to Vancouver to serve the Olympic athletes in our food venues in the Olympic villages.

Some may not associate McDonald's food with athletes. How do you deal with that through your communications?

O'Mara: That's easy. You have arguably the top athletes in the world training for the Winter Games coming up, and McDonald's is part of their diets. It's fun because, like in Beijing, we know that athletes have trained their entire lives to be on that stage, to go for the gold, and two or three hours before that moment in their life they're eating McDonald's food. And consumers just don't understand that, so it's part

of the story that we're going to tell.

What's coming up in terms of expansion or changes to the restaurants?

Betts: Our current CEO Jim Skinner a few years back set us on the course of being better, not necessarily bigger. It's really been in play for five or six years, making sure that the restaurant facilities are up to date. We call it "re-imaging," so a re-imaged restaurant is changing the dining area, making it much more contemporary, much more comfortable and soft. You've probably seen some of the restaurants with the fireplaces and the large plasma TVs and the softer music and the remodelled restrooms. It's to take a step away from the old fast food world [of] plastics, to a much more comfortable and inviting ambiance. We're doing that to a couple hundred restaurants this year and we're going to continue that pace for the next several years. That's where we're investing a lot of our dollars [\$150,000 to \$1.5 million per project].

[We're also] fixing our drive-thrus. We have a concept where we have



drive-thrus right next to each other so we can get more customers through to improve the accuracy of orders and the speed of service. We'll be building a few new restaurants and locations but that's not the primary focus; it's about making the experience that much better.

Do you think being environmentally responsible is more expected today?

Betts: The environment and social responsibility are more important today than any time during my career. And I think this time it's here to stay. Here in Canada we've been doing a great job. We opened a restaurant in Beauport, QC. [that is a candidate for LEED (Leadership in Energy and Environmental Design) certification] last year. It's our first [green] restaurant, so it's going to give us an opportunity to experiment in that area.

Our supply chain has done a great job in terms of making sure we use recycled materials and that the weight of the materials is less so that we're saving hundreds of thousands of trees. We have energy initiatives that have reduced the amount of gas and electricity that we use very successfully [saving an estimated 11.7 million kWh and 770,000 cubic metres of natural gas since 2005]. And not only is it good environmentally, it's also good for business – we spend less, we get the

same experience to our customers. It's a win-win for everybody.

What are your top goals for the coming year?

Betts: We call it "beating yesterday." Whatever we did last year, we want to beat that this coming year. So it's not a very glamorous answer – we didn't get to be successful by trying to find the silver bullets along the way. We're a system that engages our operators, our employees, our suppliers in doing everything we can to meet the needs of the customer. We had a great year last year; we're going to have an awesome year this year. And I don't see things slowing down for us.

O'Mara: Our brand is stronger than ever here in Canada. McDonald's is at its best when we go after more customers and not the competition. ■

FULL STEAM AHEAD

Sybil Taylor brings Steam Whistle to women, sheds light on its green initiatives and tries TV advertising on for size

BY EMILY WEXLER

Bio

Born: Thunder Bay, ON., July 6, 1964

Education: honours bachelor of business admin from Wilfrid Laurier University

Family: Husband Greg Taylor (Steam Whistle co-founder) and two boys, 10 and 13

Hobbies: dining out, cooking, travelling, gardening, running and cycling

Career: While in school, she switched her focus from finance to marketing (graduating with a double major), and for her third work term took a position at Upper Canada Brewing. She started there full-time after graduation in 1988 and stayed for almost a decade, working her way up to VP of development and distribution until 1998. She then worked in travel marketing at Just Vacations for two years before officially joining the Steam Whistle team as director of marketing

Centre: Steam Whistle's very first television spot, created by Sharpe Blackmore Euro RSCG.



When Sybil Taylor first started at Steam Whistle in August 1999, the company's now-iconic brewery across from the CN Tower in Toronto was nothing more than four walls, a roof and a dirt floor. It would be another six months before the brewery officially opened for business, and Taylor, who came on board



became Steam Whistle. The company has since grown to 126 employees and distributes its beer across Ontario, Alberta and most recently B.C.

"I was always looking over their shoulder and putting my two cents in, and I didn't think initially that I was going to work in the business," says Taylor, "but once they got this building and it started becoming a reality, I couldn't stay away." Taylor started out doing everything from writing copy for bottles to picking signs for the front of the building.

In 2003, Taylor hired someone to replace her as director of marketing so that she could take care of her two small children, but she stayed on at Steam Whistle part-time, performing various tasks such as handling PR, writing ad copy and developing the website. This past

There we were alongside Heineken and Keith's and Moosehead. **A lot of people were surprised,** I think, to see such a small brewery there

as director of marketing and the company's first employee, sat in the kitchen with her sister and her husband Greg and sketched the original Steam Whistle icon – the 1950s-style whistle that now adorns the company logo.

Taylor and her husband worked together at Upper Canada Brewing, and when it was bought out by Sleeman's in 1998 and the operation was moved to Guelph, ON., over 100 employees lost their jobs including the Taylors. Greg Taylor, along with two other former Upper Canada employees, Cam Heaps and Greg Cromwell, talked about starting up their own microbrewery, which eventually

March, she returned to the helm, leading a marketing team of 15 (including an in-house creative department) and embarking on uncharted territory for the brewery.

Steam Whistle turned heads in June when it debuted its very first television ad, having previously focused marketing efforts primarily on PR, event sponsorship and radio. The spot was featured on CBC's *The Hour*, as well as during the Ontario broadcast of the Stanley Cup Finals. "There we were alongside Heineken and Keith's and Moosehead," says Taylor. "A lot of people were surprised, I think, to see such a small brewery there."

who.

Steam Whistle has always focused on more grassroots marketing efforts which include hosting events, such as those at its Toronto brewery, and sponsoring community programs. The company typically produces all creative in-house. So how did the microbrewery turn up on TV next to the big boys?

Sharpe Blackmore Euro RSCG created an ad on spec that featured bottles of Steam Whistle being opened. As the ad speeds up, the bottles create the sound of a train. “They nailed it,” says Taylor, “and I think it’s because we’ve been giving a consistent brand message, and I’m proud of that.” The spot-on creative, combined with ad rates this year that were “surprisingly affordable” (media buy was handled by MPG) made it the perfect time to enter into TV.

And the results were significant. Year-over-year sales for June rose 22% and market share increased from 0.573% the previous month to 0.652%. “We’re still less than 1% of the Ontario market, but that’s about \$20 million in beer sales, so you can see it’s a vast market,” Taylor says. While there are no immediate plans to do more TV, she says it’s a possibility for the future.

Television isn’t the only brave new advertising frontier that Steam Whistle has crossed into recently. Readers of *Glow*,



A print ad in *Glow* magazine targets women by touting the beer’s natural qualities.

the Canadian health and beauty women’s magazine may have been surprised to see an ad for Steam Whistle among the many cosmetic ads in the September issue.

“Women, although they purchase about 55% of the beer in Ontario, only consume about 20%,” Taylor explains. “So they’re helping make decisions about what they’re bringing home but they’re not drinking. As a woman in the beer industry, that’s so puzzling – why aren’t they consuming?” Taylor believes it’s a lack of education or exposure, noting that some women may have only had cheaper canned beer which can be gassy, and some think beer is highly caloric when on an ounce-per-ounce basis it’s about half the calories of wine, she notes.

Taylor knew that to get women’s attention, the ad had to speak to their particular interests. “I think women are a little more thoughtful in their purchases – that reasons aside from taste engage them, whether it’s the healthfulness of a product or the social consciousness or the brand appeal.”

The ad, created in-house, focused on the fact that Steam Whistle is made from all natural ingredients. It also highlighted the green nature of the company, noting a Green Toronto Award that it received from the city.

In fact, thanks in large part to Taylor, the beer co’s green initiatives – such as using Bullfrog Power, biodiesel vehicles and deep lake water cooling – have been recently brought to the forefront.



Seventy-seven per cent of Canadian adults read a print or online edition of a newspaper every week. So if you would like some quality time with your customers, include newspapers in your advertising plan. NEWSPAPERS. THE MOST TRUSTED MEDIUM.

THREE QUESTIONS

1. Favourite food with beer?

I love sushi, I love Chinese food, and beer of course is the beverage typically consumed in countries where they have spicy food.

2. If you could trade places with anyone for a day, who would it be?

Jacques Cousteau. I just love under the sea, I love snorkeling and scuba.

3. What's the most important lesson you've learned in your career?

Not taking your customer for granted. We have a policy here, regardless of who writes or phones or emails, they'll get a personal response. And I think that level of engagement is really important.

Three years ago, Taylor started Steam Whistle's environmental committee to examine what the company could be doing better and how to bring awareness to the public. They found they could improve in two major areas, energy reduction and waste diversion, through things like conserving electricity, implementing additional recycling programs and organic composting. In 2007, the brewery was chosen by Doors Open Toronto as one of 21 green buildings in the city, and communication efforts have been ramped up to keep the media and consumers more informed (through PR and signage in the brewery, for example).

"We've [always] been an environmental company, which [Taylor's] been a big part of, but she was the one who said 'guys, you don't tell anyone,'" says Steam Whistle co-founder Cam Heaps. "So she put together our green initiative communications package, and since then it's gotten a ton of PR and it's really resonated with our existing and new consumers."

Having an environmental and social conscience is a big part of Steam Whistle's moniker, "The Good Beer Folks" (the other components are being a good employer and providing good beer, of course), so when renowned Toronto-based chef Jamie Kennedy met with Taylor to discuss a potential partnership, and he said he wanted to know about the moral fibre of the company before talking about marketing opportunities, she knew it was the start of something good.

The idea of working with Kennedy came to Taylor a year ago when she went to a dinner party at his Gilead Café. She was impressed with his private food-prep demonstration and thought it would be interesting to do a contest offering a similar experience to Steam Whistle drinkers. In July and August, consumers filled out ballots at LCBO stores, as well as at the

brewery and at Steamwhistle.ca to win a private dinner for 20 featuring foods prepared with – or that complement – beer. Kennedy also provided recipes featured on the Steam Whistle website, and the beer became the only one on the menu at Kennedy's three restaurants.

"He was interested in our beer because he's a local food advocate, and he liked the fact that we are local and fresh and use only natural ingredients," says Taylor, "so there was a good fit."

Steam Whistle's current advertising slogan is "Do one thing really, really well" – a concept that could easily apply to Olympic athletes, who, as Taylor points out, are the living embodiment of that slogan. This is why the company is jumping on the Olympic bandwagon by supporting the Canadian Athletes Now (CAN) Fund, a non-profit that raises money and awareness for Canadian athletes. Later in the year, consumers can expect to see inserts in beer cases about



Steam Whistle's new 500 ml cans are now served on Porter flights. Founders Greg Taylor and Cam Heaps celebrate with the airline's pres/CEO, Bob Deluce.

the CAN Fund, and during the Olympics, the brewery will host fundraising events where people will be able to come and meet the athletes.

Over the course of an hour discussing her time at Steam Whistle, Taylor uses the word "proud" 12 times – referring to her team's accomplishments but also to what the company has become. From four walls and a dirt floor, Steam Whistle is now a thriving little brewery with a distinct identity and a loyal following.

Having been there from the beginning, Taylor says she has a sense of ownership "not just in terms of my mark on the brand, but in terms of [the fact that] we have a family culture here; there is ownership by all of us. We allow staff to buy shares, and many of them do. And we have profit sharing, so there's a great sense of ownership for everyone. Yeah, I feel pretty proud to have been here right at the beginning." There's that word again. ■

ANNOUNCEMENT



Joel Reitman, President/CEO, and Michael Goldberg, Executive Vice President/COO of **MIJO Corporation** are pleased to announce the appointment of Darren Stokes to Senior Vice President, Client Relations and Development.

In 1996, Darren joined MIJO as a Client Services Coordinator and has progressed steadily throughout the company management ranks — having served most recently as Vice President.

His unique ability to facilitate the communications process while creating efficient workflow solutions, has resulted in enhanced customer and partner relationships; and has fostered MIJO's ascension to the forefront of Canada's media asset management and digital delivery business.

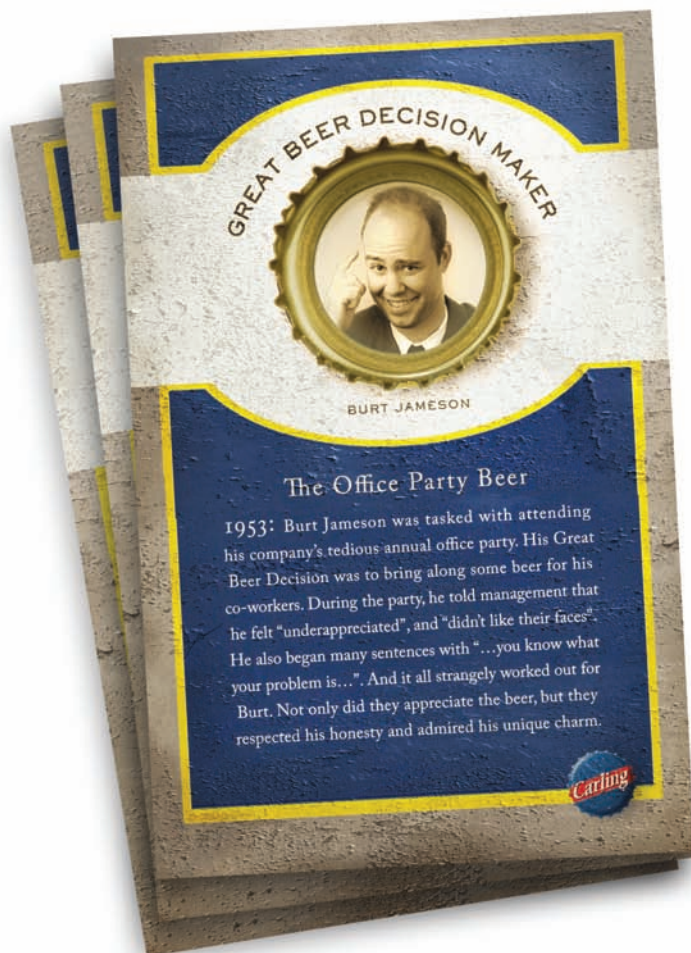
With this promotion, Darren will continue developing new relationships and sharing his wealth of knowledge with MIJO's leading North American clients.

MIJO, established in 1978, is a technology-based, people-driven company. Offering an ever-expanding suite of integrated services, MIJO provides final broadcast, print, and digital media materials to the Advertising, Entertainment, and Broadcast industries. The company is based in Toronto.



OUTSTANDING NEW CAMPAIGNS

BY JONATHAN PAUL



CARLING'S JUST CHOCK-FULL OF GREAT IDEAS

Drinking beer's always a good choice. And in a world of many beer choices, especially in the value brand category, Carling reckons that choosing to drink its brew is a pretty great beer decision. In that spirit, it launched a promotional effort last month featuring other great beer decisions brainstormed by Carling drinkers (wink, wink, nudge, nudge) throughout history.

The campaign, which was developed by Taxi Toronto, was born from the brand's heritage. The thinking goes that when Thomas Carling first decided to create his beer in 1840, making a product of good quality for a good price was a fantastic decision. In fact, Taxi felt that it was really the first great beer decision. And so, Carling himself is featured saying as much in a radio spot.

"Our strategy was simple," says Aaron Bilyea, brand manager, value and regional portfolio at Molson. "Why make a guy feel cheap when you can make him feel smart?"

"We wanted to position ourselves as not just a price-driven brand, but one that really stands behind its credentials as a liquid," explains Darren Clarke, executive CD at Taxi Toronto.

On top of radio, the creative includes in-case postcards, newspaper ads and ten videos playing on a microsite at Carlingbeer.ca and on YouTube that tell the stories of other great beer decisions. Among them are the inventions of the beer helmet, the belt buckle bottle opener, beer after a move and cooking meat with beer.

Carling drinkers are also invited by the in-case postcards to submit their own great beer decisions to the website for the chance to win an ATV. The seasonal campaign will run until midway through September.

advertiser: **Molson Canada**
agency: **Taxi Toronto**
executive CD: **Darren Clarke**
CD: **Peter Gomes**
associate CDs: **Nathan Monteith, Stefan Wegner**
ADs: **Nathan Monteith, Michael Siegers, Peter Gomes, Charlyn Wee**
writers: **Rene Bhavnani, Jono Holmes, Stefan Wegner**
photographer: **Stefan Wegner**

designers: **David Taylor, Nathan Monteith, Michael Siegers, John Thai**
agency producers: **Kevin Saffer, Jennifer Cursio, Estella Tolentino, Tara Greguric, Jennifer Law**
prodeo: **Pixel Pusher/Taxi**
directors: **Nathan Monteith, Stefan Wegner, Peter Gomes**
audio post/music house: **Pirate Radio/Taxi**



NATHAN FLICKR SQUARE



COGECO MOBILIZES TORONTO 2.0

Cogeco Data Services brought new meaning to the term "mobile internet" last month with a campaign promoting its One Zone WiFi network in downtown Toronto.

Developed by OgilvyOne in Toronto, the effort included wild postings which rechristened a few well-known Toronto landmarks with web-related monikers. Featuring names like "Yonge and Blog," "eBay Street" and "Nathan Flickr Square," the ads let Torontonians know that "Now all of downtown is your hotspot."

Each location depicted in the ads falls within the boundaries of the One Zone, which extends north and south from Bloor St. to Front St., and east and west from Jarvis St. to Spadina Ave.

"Usually when working on brands you have to speak to all of Canada, or at least all of Ontario," says Jane Murray, associate CD at OgilvyOne. "When you're just speaking to the zone between Jarvis and Spadina, it allows you to play with local stuff."

Adding a little more creative panache to the campaign was the recruitment of chalk-master Dave Johnston, who sketched two 3D chalk-art visuals of a business man on a laptop, one outside of the offices of *Breakfast Television* and another in the heart of Toronto's financial district.

Cogeco also enlisted a fleet of Eco Cabs. Armed with drivers toting iPod Touches, they travelled around the One Zone area providing people with free rides and a demo of the One Zone service. Lucky passengers received free one-day passes to try out the One Zone WiFi network at their leisure.

"What we were trying to show was that this is a mobile service," explains Zemina Moosa, senior partner at OgilvyOne. "To have an actual media vehicle that's mobile is an even stronger reinforcement of what the message was."

advertiser: **Cogeco Data Services**
agency: **OgilvyOne, Toronto**
associate CD: **Jane Murray**

AD: **Jason Lee**
account executive: **Tyler Harris**
senior partner: **Zemina Moosa**

PRINCESS MARGARET HOSPITAL SHARES ITS CREED

Princess Margaret Hospital (PMH) is one of the top five cancer research hospitals in the world, and it's driving to "Conquer Cancer in our Lifetime." Those two points form the crux of a creed which was developed last year after Y&R interviewed major stakeholders at PMH, including doctors, researchers, caregivers and volunteers.

"It's something that's organized [PMH] internally in terms of they're all speaking from the song sheet," says Chris Jordan, president and CEO at Y&R Canada. "We're big believers that everything about a brand communicates, whether it is a sign or a speech someone gives, and this is a tool to enable them to do so."

In July, the hospital foundation launched a campaign to take that message to Canadians, to show it's making progress in the fight against cancer, and to enlist aid in furthering an extremely worthy cause.

Based on the stories that came out of the interviews – both of personal triumph and tragedy on the part of patients and of the incredible progress that PMH has made since opening its doors in 1958 – Y&R developed creative illustrating the creed.

"We had to have big statements like [the fact that] stem cells were discovered there," explains Joseph Nanni, CD at Y&R in Toronto. "But at the same time, we had to balance it with the human side of the story, and that was my mission for the spot, because we're still losing people to cancer and you have to let people know that we're making progress."

The creative includes PSAs on TV, which have been picked up and aired by all the major Canadian networks, as well as radio, print and online ads, representation in internal communications and banners on the outside of the building. Y&R plans to incorporate the creed campaign, which will continue indefinitely, into further online initiatives.



advertiser: **Princess Margaret Hospital Foundation**

agency: **Y&R, Toronto**

AD: **Gints Bruveris**

writers: **Matt Fraracci, Joseph Nanni**

director: **Joseph Nanni**

producer: **Pam Portsmouth**

strategic planner: **Judy Flanagan**

prodco: **Brown Entertainment**

executive producer: **David Cranor**

music house: **Wanted Sound Production**

Music rights granted by EMI Music Canada and Abkco Music & Records

BELL & ROGERS: COUCH WARS

BY JONATHAN PAUL

Typically, the couch

is associated with comfort and togetherness, but this summer it became synonymous with conflict and combat.

The former is why Rogers says it featured a couch in a campaign developed by Publicis in Toronto, which launched in May and included television, OOH and online, touting its home phone service. However, when it compared their services to Bell, promising savings of \$25 a month for the same quality, the half red, half blue couch became ground zero for an all-out street fight.

Bell struck back quickly with its own TV, OOH, online and print attack ads in June promoting its 3G network and HD channels. Working with Leo Burnett, Cossette and Zulu Alpha Kilo, it featured its own couch with five blue cushions (and one red), and similar price-comparison and product-superiority messaging.

"It wasn't our preference to engage the marketing communications this way, but given the opportunity from Rogers we would've been remiss not to exploit the opportunity," says Rick Seifeddine, senior VP brand at Bell Canada. "It was irresistible to take the couch mechanism and jiu-jitsu that on them because it was the most eloquent way to say it. The headline is 'get more than Rogers for less than Rogers;' the visual is stunningly clear."

Where does this leave the consumer? Confused? And most importantly, whose couch reigns supreme? We asked **Philippe Garneau**, CD at Toronto-based GWP Brand Engineering and **Geoff Craig**, marketing wiz and former Unilever Canada VP and GM, brand building, to step in and see if they could call this grudge match.



OVERALL STRATEGY

Garneau: Truth be told, the brands are sharing the same strategy: win customers on rational merit based on comparison. Does it work? Don't ask a behavioural economist if you want a "yes." Ice beer wars anyone? Attack ads are for politicians, not brands. Competitive price campaigns attract rate hunters, not brand loyalists.

The strategy is very risky. I can't "couch" my thoughts any other way.



Craig: It is a difficult task to deliver a knock-out strategic blow when comparing a tactical pricing attack to a full-force tactical response. Both Bell and Rogers are looking to attract and lock up users before the new rivals hit the market, where voice is becoming a commodity. There is a simplistic beauty to price comparisons that Bell wins, given Rogers' smart decision not to fully engage.



WHOSE COUCH REIGNS SUPREME?

Garneau: Maybe the real winner is Bad Boy who featured the couch in a print ad with the headline "Whose sofa is it anyway?" Can't wait to hear from TD's comfortable green seat next.

Craig: Amidst complete confusion of who landed what blows, I declare the referee, in this case the consumer, to be the winner. We all now know that our mobile devices are too slow and too expensive, our TVs could cost less with more channels, better HD and better picture and our land lines are overpriced. So, it must be time to shop around on price. In this heavy spend category, where consumer delight is far from ubiquitous, top brands that want to stand for value above all risk entering into a new ring of margin-diluting competition – and that's the unbundled truth!



OVERALL BRAND POSITIONING FIT

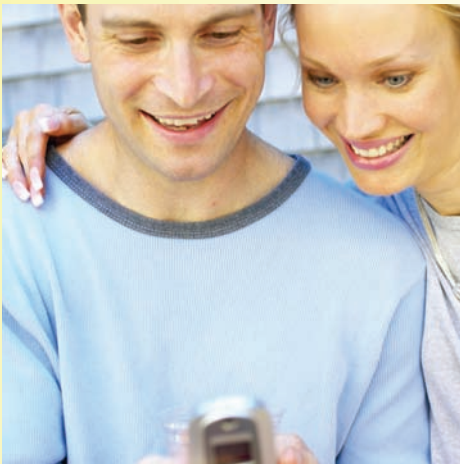
Garneau: It's axiomatic, when brands talk to each other instead of to their customers, they forsake their brand positioning. They may think they haven't, but who are we kidding? You're fighting in front of the kids. And we know what kids do when that happens. They cover their ears and say, "la la la la la." Where's the ROI in that?

Craig: No winner here, as Bell gratuitously uses/abuses the "just got better" line and Rogers continues to use features to represent innovation. There is a much greater opportunity to stand out as a communications leader – to create optimism, and indeed own, the exciting future that telecom will enable in all of our lives.

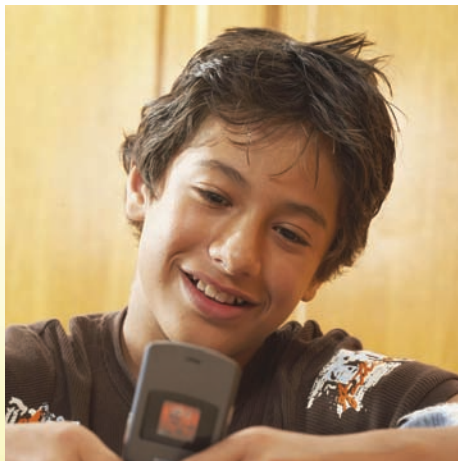
CONSUMER SYMPATHY VOTE

Garneau: The social media ecosystem and the public press reveal no clear winner. One thing is clear however; both brands want the customer to win. Bell is probably more convincing – by a G. But is that enough? Canadians know product and price parity is probably around the corner, so they're just waiting.

Craig: You have to give Bell credit for the speed and voracity of the counter attack. However, by engaging in couch wars, they missed a creative opportunity to better brand and position themselves, with confusion being the likely consumer take-away. Therefore, my biggest sympathies go to the good folks at Rogers Wireless who actually want the world to focus on cool stuff like the Mobile Rocket Stick, new Apple iPhone 3G and the Android-driven HTC Dream, but got sucker punched as a result of the original foray, attacking Bell on the home phone front.



DIVING INTO MOBILE



a sponsored supplement to
strategy
produced in association with



Mobile is on the fast track to becoming a mainstream ad medium. We've compiled a comprehensive guide to what you should be doing now, what you need to know for tomorrow, and what should be on your radar for the not-so-distant future

DIVING INTO MOBILE

It's time to get off the sidelines – mobile isn't a fringe medium anymore. eMarketer projects that worldwide mobile ad spending will jump from US\$2.7 billion in 2007 to US\$19.1 billion in 2012. And, the average campaign budget is expected to triple over that same time period. With numbers like those, it's clear that mobile marketing isn't a fad – it's here to stay.

Canadian consumers continue to adopt wireless at a healthy pace, with an average of 1.5 million new cell phone customers each year. Figures from the Canadian Wireless Telecommunications Association (CWTA) peg wireless subscribers at almost 22 million in the first quarter of the year, representing about 68% of the population. As well, the Statistics Canada 2008 Residential

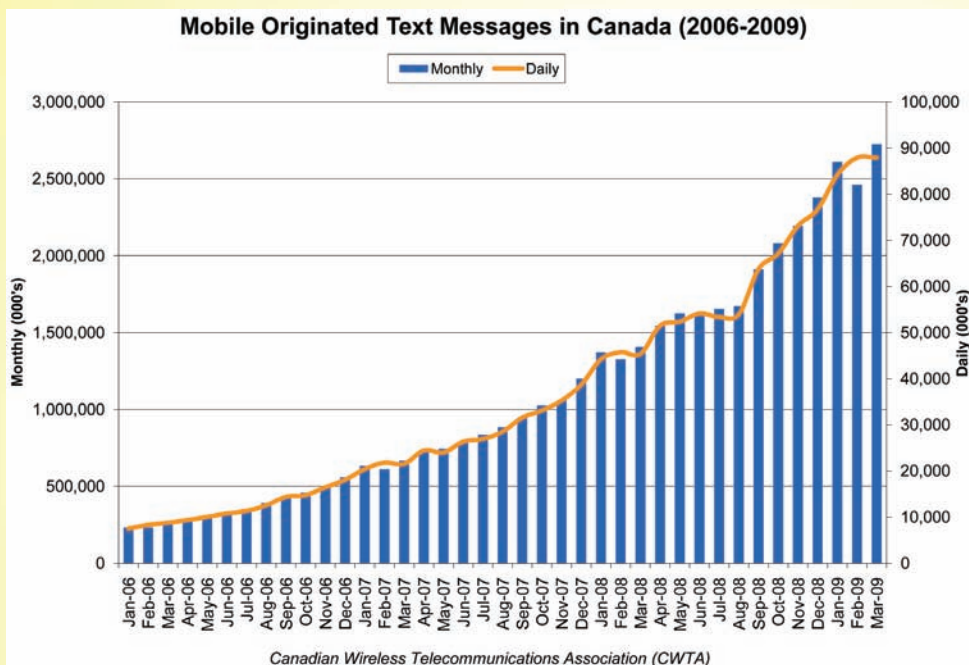
Telephone Service Survey found that nearly three-quarters of Canadian households indicated they had a cell phone in 2008, and 8% of households reported having cell phones only. Younger households were found to be much more likely to use only a cell phone, with almost 35% of households comprised solely of adults aged between 18 and 34 relying exclusively on cell phones.

With its constant stream of technical innovations, figuring out which aspects are best aligned with your strategy can be a daunting task. The trick is to stop thinking in terms of mobile, and instead concentrate on the consumer behind the gadget. "It's not about the phone. It's about the consumers and their behaviours," says Gary Schwartz, president of Impact Mobile and chair of the

CWTA's mobile content committee. "At the end of the day, mobile consumers are using their phones for two things: to save time or to kill time."

The latter is a key observation that rings true for Caroline Andrews, publisher, sports & entertainment for Transcontinental Media. Last fall, she worked with Toronto-based Polar Mobile to create a mobile application for one of her titles, The Hockey News. The app automatically updates fans about all things hockey, allowing them to keep up with scores while on the go, or scroll through a collection of updates when they have some downtime.

"I have to travel a lot, and in the past three months I have not been on a plane once without seeing someone accessing the app on their mobile," says Andrews. That's easy to believe, considering that a staggering 263,987



Sympatico
MOBILE



**BLUE JAYS
FAN PHOTO
CONTEST**

ENTER TO WIN A
2008 TEAM
AUTOGRAPHED
BLUE JAYS JERSEY

SEND US A PICTURE OF YOUR FAVORITE
2008 HOME OPENER EXPERIENCE,
AND YOU COULD BE THE WINNER.

TEXT YOUR PICTURE TO
SHORTCODE 707070
OR EMAIL IT TO
PIC@BLUEJAYS.COM

ALL ENTRIES MUST BE SUBMITTED BY THE BOTTOM OF THE
3RD INNING TO BE CONSIDERED ELIGIBLE.
VOTING FOR OUR 3 SEMI-FINALISTS STARTS IN THE 5TH INNING.

VOTE NOW ON OUR SEMI-FINALISTS
TEXT A, B OR C TO 707070

A B C

Toronto Blue Jays Free Wings Contest bounce-back message

lot of reservations about what mobile would do to the print brand when we offer so much for free now," she says. "Interestingly, within six months of launching the mobile app, our newsstand sales have jumped 12.7%. Now this is exciting because it is strengthening our brand in a big way, and that's a publisher's dream."

Laurel Lindsay, VP of marketing for the Toronto Blue Jays, was also a bit apprehensive about jumping into the mobile space, which was still an unproven channel when she began testing it about four years ago. "To use a baseball analogy, you can't steal second with your foot stuck on first," she quips. "We went for it. We tried things. Some things didn't work. We know how many times our messages are being seen and how many people are opting out. It gives us

people have now downloaded it. "What could be more impactful than actually being in the hands of our audience 24/7?" The Hockey News also has a mobile site where fans can look up info if they don't have smartphones.

While Andrews was nervous about entering the mobile world at first, the risk has reaped remarkable rewards for her brand. "As a traditional publisher I had a

access to real time information. It lets us fine-tune our messaging so we know we're on target with the audience that we're talking to."

Lindsay and her agency, Toronto's Impact Mobile, appear to have fine-tuned their way to a successful mobile mix that has garnered impressive results for the Jays, including participation rates of over 10% for in-stadium efforts. Lindsay uses in-stadium mobile tactics to increase engagement levels. For example, the videoboards prompt fans to text "nachos" to the Jays' short code (707070) for a chance to win free snacks. The winner is notified, and staff bring the prize directly to the winner. The whole thing is broadcast on the videoboards to give the audience closure. "Sometimes people are skeptical of promotions, but with this they actually see it," says Lindsay. "We believe it has truly engaged more people to participate because they see the outcome."

Universal Music Canada's director of digital marketing, Janis Nixon, was one of the first Canadian marketers to delve into mobile. "We started actively using mobile marketing in 2005, and it's been an evolution since then," she says. Universal's early adoption of mobile means it was able to get testing out of the way before most marketers had even considered mobile marketing, and build a comprehensive database. Today, mobile, including Universal's short code 909090, is part of Universal's overall marketing mix. "It's as important as online. It's part of the digital strategy," says Nixon. "When we talk about digital, that includes web, mobile and social."

All three marketers agree that the key to successful mobile marketing efforts is integration. "We push all of The Hockey News channels on all mediums. So when you're reading the publication, you're also seeing ads for mobile. When you're on the internet, you're also seeing ads for print and mobile, when you're on mobile you're seeing ads for print and internet," says Andrews. "We really cross-promote in a big way. It's all about integration."

Lindsay employs similar cross-promotion tactics, by including the mobile short code on all advertising collateral, putting it on



No matter where the day takes him, Sympatico Mobile is there.

And your brand can be there too. As Canada's leader in mobile marketing, Sympatico Mobile can place your brand across the largest premium network of ever growing sites and at the centre of his day, no matter where it takes him.

To mobilize your brand, visit sympaticomobile.ca/bethere



videoboards in-stadium and getting announcers to plug the SMS alerts during game broadcasts. "We're lucky in the sense that we have a lot of different mediums to promote the fact that we do these alerts," she says.

Unfortunately, marketers often forget to support their mobile efforts, and then are surprised when the results are dismal. "Often, there isn't enough promotion behind a mobile campaign to elicit a strong response," says Amielle Lake, CEO at Tagga Media.

Michael J. O'Farrell, chair of the dotMobi Advisory Group and co-author of *Mobile Internet for Dummies*, agrees. "In the Canadian market, marketers have looked at mobile as 'I have a bit of money left over, maybe I can do something there,'" he says. "We need to see a 360° approach."

If you're ready to get strategic about integrating mobile into your strategy, now is a great time, as best practices are becoming clearer and mobile inventory is becoming more readily available. This guide walks you through the mobile basics, what you need to know tomorrow and what should be on your radar for the not-so-distant future.

Mobile Marketing 101 – The Basics: What you need to know about mobile right now

We've got the basics covered, from available inventory to mastering the fundamentals like SMS, Voice and smartphones.

INVENTORY SNAPSHOT

TMZ. Yahoo! Canoe. Sports Illustrated. All of these big-name brands have entered the mobile publishing world and are ready for Canadian marketers to buy ad space. Some brands have already entered the foray, including Toyota Canada and IBM Canada.

"Inventory has grown

substantially. There's now enough for a marketer to pick up. You can be pretty segmented," says Phil Barrett, VP digital and mobile at Toronto's B-Street Communications. "It's no longer just a mass, broad buy. You can say I only want to reach this area code."

While mobile inventory in Canada is still in its infancy, marketers do have some options now. "All of the big brands are moving towards a mobile format. It's more snackable content," says Greg Banducci, head of mobile monetization at Yahoo! Canada. With a little help from the proliferation of smartphone usage, Canadian

consumers are eating up the snack-sized content.

Francis Beaulieu, mobile product manager for Canoe.ca (which currently has 11 different mobile properties), is seeing traffic increases of 20-25% month over month. Almost all of that traffic is coming from smartphones. "In our case, we're different than an on-deck provider because users have to make



an effort to find us," he says. The more user-friendly interfaces smartphones offer make them better surfing tools than traditional handsets. "We typically limit it to 1-2 ad units per page," says Beaulieu. "The top banner drives the most traffic." Canoe leverages SMS by encouraging people to text "canoe" to 22022 to receive a link to its mobile site.

Sympatico, which has built up Canada's largest mobile ad network to date, has been strategically aligning with publishers according to the most popular marketing demographics. "We look at the verticals we know – female, lifestyle, sports, youth, and from there we'll look at publishers in that space," explains Brad Cressman, director of sales and marketing at Sympatico Mobile. Sympatico currently has over 50 mobile sites, offering access to over 50 million available impressions per month with titles like Elle, Tribute, Premiere, Car & Driver and Gizmodo.

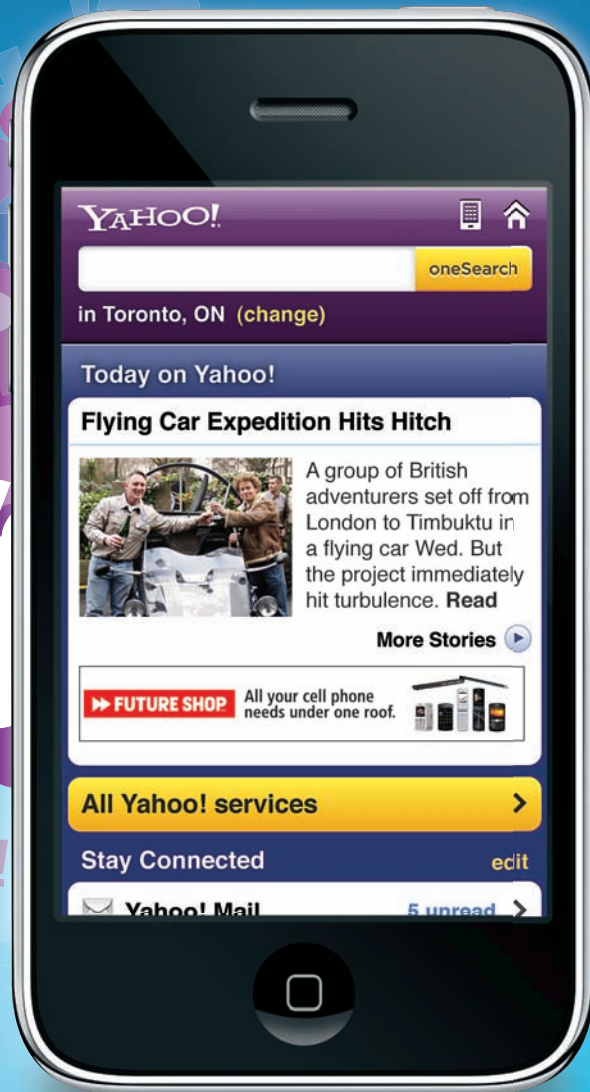
The IAB lists three basic price points for mobile inventory in the States – US\$15,000-US\$50,000 for a test buy, US\$50,000-US\$150,000 for a mid-range buy and US\$150,000+ for a scaled buy. Those numbers are a bit high for the Canadian market right now, but they provide a general sense of where things may go when mobile inventory becomes more mainstream in the coming years.

For now, "we can generally get someone in the door for \$10,000," says Banducci. Yahoo! Canada's mobile network includes popular features like mail, messenger, news and sports. For an ongoing, continually optimized campaign, he estimates a marketer would be looking at anywhere from \$50,000 - \$100,000.

SMS: TRIED AND TRUE

SMS may not be the sexy mobile buzzword anymore, but it is by no means past its prime. Recent figures from CWTA reveal that Canadians sent an astounding 7.8 billion person-to-person text messages in just the first three months of this year, which





Advertise where people are really paying attention.

Yahoo! Mobile connects you with your audience all day, every day. Wherever they go, Yahoo! Mobile goes with them. And so can you.

For advertising opportunities contact us at: ca-mobile@yahoo-inc.com

YAHOO! MOBILE
CANADA

represents approximately 88 million per day in March alone. Canadians are well on their way to once again double the 20.7 billion text messages sent in all of 2008. On the short code side of texting, CWTA reports that more than 1 billion short code messages were sent and received in 2008.

"If you're looking for mass market and adoption, SMS is the best way to get the message out. There's a huge learning curve that's already been adopted. You've got 100% coverage," says Jim Brown, managing director, Americas at Silverback Media. Anthony Kanfer, CTO at MyThum Interactive, agrees. Generally, we start with the lowest common denominator, which is SMS. The average consumer knows what it is and is comfortable interacting with it," he says.

Even for mobile vets, SMS is an integral part of the mobile mix. "SMS is absolutely relevant to our mobile strategy," says Nixon, adding that Universal's extensive database allows her to get pretty granular when it comes to targeting. "As we build our opted-in database, we look at ways we can send out regional text messages that make an impact on people where they live versus just blasting people with generic SMS messages." Universal has a general database, as well as artist-specific databases, which allows it to send alerts to Black Eyed Peas fans, for example, about an upcoming album.

Lindsay relies on SMS for in-stadium contests and polls. Fans can text in to vote for the prize they'd most like to win, including different t-shirts and bobbleheads. They used the videoboards to give fans updates on which prize was the most popular, prompting them to text to vote for their favourites. "We took texting from being an information source to being more of an entertainment tool as well. I think it lends itself well to both," she says.

"I was talking about text messaging in 1998. Nothing will edge out SMS," says O'Farrell. "If it's used as part of the mix, it's going to continue to be a very valuable tool."

MOBILE OFFERS

Not to be confused with m-coupons, which require point-of-sale infrastructure to scan, mobile offers can be a great way to drive store traffic. Lindsay has begun incorporating offers into the automated replies consumers receive when they text to enter an in-stadium contest. If someone enters to win a jersey, they'll receive a text back saying something like 'thanks for participating, we will notify you if you win. If you take this message into the Jays' Shop, you'll receive x% off.' "Whether they win the jersey or not, they're actually winning just by participating," says Lindsay. "It's a value-add."

Nixon says mobile offers are a great way to stay in touch with consumers while providing them something of value. "We're constantly using mobile to express offers," she says. "We actively speak to our members and make sure they're aware of offers, whether it's a sale at iTunes or a sale at HMV."

BEYOND SMS

By now, it's a cliché to call the iPhone a game-changer. However, that doesn't make it any less true. The user-friendly device ignited interest in smartphones beyond business-

related functions like keeping up with email and editing Word documents on the go.

For Andrews, smartphone users represent the most attractive demographic, which is why her mobile efforts focus primarily on applications for the iPhone and BlackBerry. "We felt strongly that smartphones were the way to go to reach our audience," she says. "Our audience is young and has money. Our average target is a 33-year-old male who makes over \$100,000 a year. So that says to us, ok we've got to go smartphones because most of those people are carrying them." Kunal Gupta, president of Andrews' agency, Polar Mobile, agrees. "The smartphone demo is attractive to advertisers - they can afford the units and the data plans," he says.

Neil Sweeney, SVP at mobile software company Stream the World, points out that people use roughly 30 times the amount of data on a smartphone as their traditional handset-using counterparts. "If someone with a smartphone is consuming 30% more content than someone with a legacy phone, as a marketer that's where you want to be," he

says. The audio and video streams his company formats for mobile include 10-second spots for pre-roll ads, as well as space on the mobile player to display banner ads.

"The mobile space started with text and now it's moving into display," says Sympatico's Cressman.

GETTING VOCAL

"This big world called mobile is anything you do with your phone," says Schwartz. That includes voice campaigns. For example, last fall a major U.S. retailer offered wake-up calls before dawn so shoppers wouldn't miss out on Black Friday deals.

Nixon ran a successful interactive voice response (IVR) campaign to maximize the buzz surrounding the release of Chinese Democracy, the long-anticipated Guns N Roses album. She tapped Universal's segmented mobile databases to send texts to relevant consumers asking if they'd like to hear new G'n'R songs before the album's release. Those who opted in were given the chance





Be part of Edmonton's biggest summer celebration - Capital EX.
Friday, July 17 to Sunday, July 26, 2009

Ride All Day* passes are back - check out the new ride: Borsal - upside down spinning action up to 60 feet high! Passes are just \$30** If you buy BEFORE July 16th at participating Save-On Foods or Ticketmaster.

Plus catch the best bands at **ED Fest** and surfing action in the EX Zone. Cya soon!

*Valid on all North American Midway Rides.
**Ticketmaster fees may apply.

Win Ride-All-Day passes for Capital EX!
Text CAPEX to 288288
(standard rates apply)

HOME | TELL A FRIEND | TERMS OF USE
© Northlands 2009. All Rights Reserved.

powered by
Sympatico MOBILE

Edmonton's Capital EX Mobile Site

big opportunity for niche applications, and points to U.S. insurance giant Aflac as an example of where apps are going. It offers consumers an insurance claim app for smartphones that equips you with everything you need in the case of an accident – you can take a photo, record the GPS coordinates, exchange information

to listen to three different songs via IVR. “The response was great, both in terms of people opting in and in terms of people listening,” she says.

APPLY YOURSELF

Now that there are both iPhone and BlackBerry app stores, more marketers are getting in on the action in hopes of having a runaway success like Andrews' The Hockey News app.

Whether you're offering your own content, like Andrews has done, or piggybacking on someone else's by sponsoring a third-party app, it's essential to offer something of value – from information to entertainment to utility. “I'm very bullish on downloadable apps,” says Brady Murphy, founder and managing partner at Vortex Mobile. He sees a

with the other driver and record notes. “It's solving a pain point,” says Murphy. “Aflac is using it as their marketing platform because it helps you get the claim processed faster.”

When it comes to apps, it's important to remember your limitations. “To create an app as a brand as a publisher has a whole lot of hubris,” says Schwartz. “Why would I download a brand's lifestyle app when I could download Martha Stewart's lifestyle app? You can't confuse yourself as a brand.” If you're not an authority on recipes, it's probably a good idea to sponsor someone else's app rather than creating your own. “The way you sustain an ongoing dialogue is providing value,” says Kanfer. “With the ‘cool’ stuff, the drop off is high.”

Mobile Marketing 102: What you need to know for tomorrow

Now that we've covered the basics, it's time to start thinking about next steps. Mobile search, social media and gaming should be on your radar by now. They're still nascent areas when it comes to marketing in Canada, but the sooner you figure out how to tap into them, the better off you'll be when they become mainstream tomorrow.

SEARCHING FOR ANSWERS

Mobile search is becoming more and more common every day. “You're seeing a huge uptake in mobile search that's being driven by smartphones,” says Brown. “8% of searches on Google today



originated on mobile." That figure is set to explode in the near future because, as Kanfer puts it, "Who doesn't want Google on their phone?"

If you want to get in on search, the first thing you should do is make sure you have a mobile-optimized site or webpage to get in on the action. Mobile search engine Taptu prioritizes webpages that will look the best on your phone. So, if you only have a Flash-heavy site, you're ruled out of organic search opportunities altogether. The U.K.-based engine recently announced that it has 3.4 million unique users who perform over one million mobile searches per day.

You'd best not wait on the sidelines too long if you're serious about getting into mobile search. "Mobile search is going to be a bit of a land grab. People aren't going to wander like they do online," says Mitch Joel, president of Montreal-based agency Twist Image. "Mobile doesn't enable the casual browsing that web does."

Banducci says the most effective search ads will leverage context. "If I'm searching for a place to get an oil change and I find an offer for a discount on an oil change, that's really useful," he says.

GET (NEAR) THE GAME

As Schwartz mentioned earlier, mobile consumers use their phones for two things: to save time and to kill time. The latter bodes well for the mobile gaming industry and sponsorship opportunities. "Game utility on the phone is huge," says Schwartz. He envisions brands sponsoring popular mobile games to offset costs so consumers can download them for free. After all, consumers want quality content, but they don't want to pay for it.

Andrews is looking at incorporating hockey-related games into future versions of The Hockey News mobile apps.

BE SOCIAL

Many attribute the meteoric rise of Twitter to its mobile-friendly capabilities. People tend to have more to share when they're out and about, rather than sitting in front of their computers.

While mobile and social media may go hand in hand, figuring out how marketers can tap into it is what Joel calls "the multimillion dollar question." Nixon may have some answers. At the Virgin Music Festival's Montreal stop this past summer, she and her team posted photos from the event on image sharing sites like Twitpic and Flickr, and used hashtags so fans could easily search for photos from the event on their phones while they were still on site. "The immediacy of it is so exciting," she says.

Barrett sees providing sharing tools as key for marketers to tap into social media in an organic way. "If you find my mobile website about red wine, for example, you can integrate it into your Facebook homepage using Facebook Connect," he says.

MOBILE MARKETING 201 – ADVANCED: WHAT SHOULD BE ON YOUR RADAR FOR THE NOT-SO-DISTANT FUTURE

Countries like Japan are ahead of North America when it comes to mobile. It's worth keeping an eye on what our advanced marketing counterparts are up to over there, because sooner or

later all of the nifty technology is going to make its way over here. Will you be ready for it?

M-COUPONS AND M-TICKETING: WAITING FOR INFRASTRUCTURE

Most mobile professionals see things like m-coupons and m-ticketing coming to Canada eventually, but the timeline is unclear. "The biggest challenge with mobile coupons is the POS system," says Murphy. Kanfer sees great potential for m-coupons once all of the infrastructure issues are addressed. "It's a bit cliché to say killer app, but if someone can get it right, m-coupons could be a very valuable tool," he says.

Lindsay points to m-coupons and m-ticketing as the next big things in mobile marketing. She hopes to roll out m-ticketing for the Blue Jays at some point down the road.

In Japan, m-couponing is quite common now, since all of the POS infrastructure is readily available. Cashiers can scan mobile barcodes to redeem coupons, allowing marketers to assign different codes to track where the m-coupons originated. Mobile coupons are now the third largest source of coupons in Japan, and fast food is the top m-coupon category.

M-COMMERCE: CLOSING THE LOOP

"We're behind some of the more mature markets as far as m-commerce goes, but I think it absolutely has a place in Canada," says Nixon. "It opens up new ways to deliver content, to run different types of promotions that people can use their phones to possibly purchase a physical good and/or a digital good easily." For example, Universal could potentially send an alert about an upcoming concert with a link to where consumers can buy tickets on the spot. M-commerce capabilities could close the loop between marketing messaging and purchases.

"The challenge there is having the right hardware and software," says Murphy. He points to Dell as an example of a brand that's ahead of the game. The company is currently working on a mobile check-out page in the States, with plans to also roll it out in Canada in the near future. Dell could potentially buy banner ads on mobile inventory advertising discounts on over-stock items with a link to a page where consumers can purchase items with just one or two clicks.

2D CODES: NOT QUITE THERE YET

"Phones need to come with pre-installed 2D code readers before we'll see mass adoption," says Barrett. Nixon agrees. "We started looking at 2D codes two or three years ago," she says. "The challenge then was the readers not being readily available on the handsets. As the technology improves, I think the opportunities will continue to grow, creating a fun way to run some compelling promotions."

Air Canada is getting around infrastructure issues by using Aztec Code, a type of 2D barcoding, to enable mobile boarding passes without requiring customers to download special code-reading software. "Passengers really like it," says Louise Lanoix, Air Canada's manager, customer service platform. The national airline works closely with the Canadian Air Transport Security Authority (CATSA) to ensure



to go

Introducing the **Food Network Recipe App**,
Canada's first mobile recipe application for BlackBerry® smartphones.

Free download at ***m.foodtv.ca***



Reaching your customer is easy with Food Network's recipe app!

ADVERTISER BENEFITS

- Access Food Network's trusted environment through a new platform
- Reach consumers eager for food-related content
- Engage your customers with integrated content and brand sell to suit their busy lifestyles
- Reach your customers at the point of decision-making when they are ready to buy

APP FEATURES

- 10,000+ meal ideas
- How-to videos: tips, techniques and recipes
- Search, browse and save recipes
- "Recipe of the day" daily updates
- Free!

For more, visit **www.canwest.com**

Contact your Sales Representative for proposals and customized opportunities.

Coming Soon: All of Canwest's metro papers will be mobile ready.



Canwest™

Mobile Marketing

from \$49/month



Who said mobile isn't affordable?

Text 'Agency' to 51051



www.onSMS.com 1-877-851-0875

*Standard Text Messaging Charges Apply

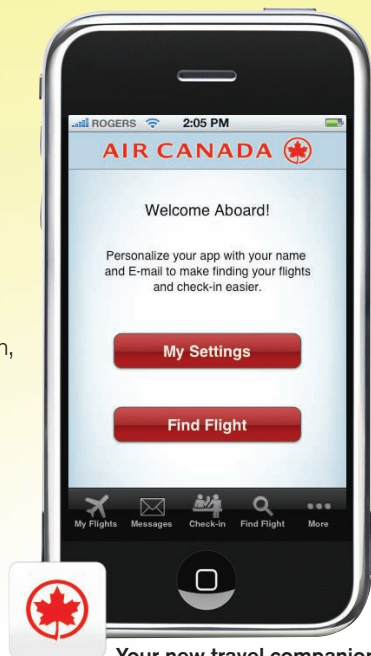
customers have a smooth check-in experience at all stages, including going through security.

BLUETOOTH: BEAMING YOU IN

"Bluetooth is great if the end user has it turned on and knows how to use it. That's a significant hurdle," says Lake. "Once you get past that, you can do some cool things like instantly targeting someone with a coupon. The whole point is targeting relevant content."

The Gateway Theatre of Shopping mall in Durban, South Africa, may have found a winning model to best harness Bluetooth's marketing potential. It established "Bluetooth Zones" throughout the mall. Customers who enter the Bluetooth zones are given the option to receive or reject incoming Bluetooth messages. If they reject a message, they won't receive any more messages for 24 hours. If they ignore it, the message disappears when the customer leaves the Bluetooth Zone. Within the first week, shoppers accepted 1,290 messages, with initial results indicating a 13% participation rate. Barrett attributes Gateway's success to its efforts to respect shoppers' privacy. "To me, Bluetooth is an opt-in channel," he says.

"If Bluetooth becomes more prevalent, it opens up an interesting



Your new travel companion

marketing mix for retail marketers. You could be walking by a store and get a notification, like if I'm walking by HMV and I get a notification that an album is \$2 off if I act now," says Nixon. "First, it would have to be established that this is the kind of communication the consumer wants. We have to be mindful and respectful of the consumer. It could go either way with Bluetooth."

CONCLUSION

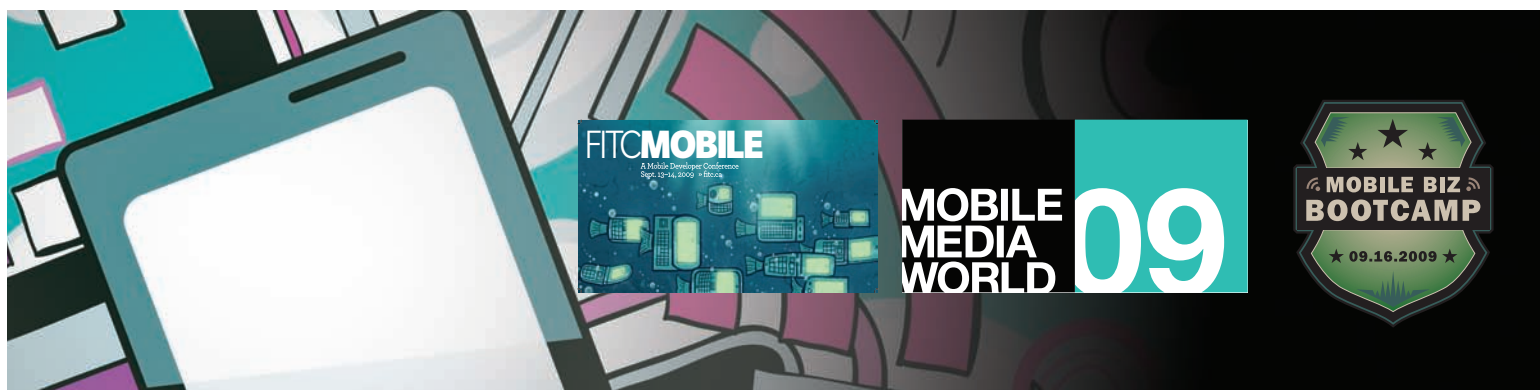
The most important part about mobile marketing, experts agree, is not getting caught up in all of the bells and whistles. "Those who put the user experience ahead of technology are the ones that will win in the end," says Barrett. "Make it simple."

Now that enough marketers have a foot in the door, O'Farrell predicts 2010 will be the year of mobile analytics. "With mobile, unlike print, TV and radio, you can actually measure the engagement, the information, the location, the time of day," he says.

Andrews plans to continue leveraging mobile, which she feels has helped reinvigorate The Hockey News brand. "It's a very powerful medium. Life is no longer sitting at a desk," she says. "Advertisers are realizing that and marketing to consumers in a different way."

MOBILEINNOVATIONWEEK

AN ENTIRE WEEK OF MOBILE EVENTS IN **TORONTO** Sept 12-16, 2009



MOBILEINNOVATIONWEEK features over 100 speakers from around the globe with over 50 sponsors, supporters and media partners from the mobile industry ecosystem in Toronto for five straight days, making MOBILEINNOVATIONWEEK one of the most significant mobile industry events taking place in the world – and the ultimate networking event of the year.

Keynote Speakers during the week include:

- Mike Wehrs CEO & President – Mobile Marketing Association
- Christy Wyatt Vice President, Software Experiences and Ecosystem – Motorola
- Bernard Lord CEO & President – Canadian Wireless Telecommunications Association

10% Off All Event Registrations for Every **Strategy Magazine** Reader.
TXT 'PROMO' to 51051 for Discount Code*
*Standard text messaging rates apply

Don't miss out on the action at the FITC Mobile Developer Conference, Mobile Media World 09 or the MobileBiz BootCamp. Register today for all the events or, if you can't make it to Toronto, sign up for the Mobile Media World 09 live streaming webcast.

For more information and to register, please visit: mobileinnovationweek.com (also optimized to view on any mobile phone browser)



Corby uses bluetooth network to deliver call to action for Absolut Vodka multimedia event at unused TTC Bay street station

Lindsay is also excited about leveraging the knowledge she's acquired through testing various mobile tactics, and taking her efforts to the next level. "I don't think we've reached the true capabilities of what mobile marketing can do - We've just knocked on the door and someone has said 'hello,' and now we're going to go in and make this a bigger experience," she says. Nixon agrees. "Mobile marketing is very exciting," she says. "I think the potential is limitless in ways to reach and engage the consumer." •

MOBILE GIVES BACK

This fall, the CWTA and the Mobile Giving Foundation (MGF) in collaboration with the Canadian wireless operators are bringing mobile giving to Canada. Jim Manis, the Global Chairman and CEO of the MGF, and a former wireless executive, launched the foundation just over a year ago in the U.S. to help charities develop mobile as a fundraising and donor-engagement channel. He partnered with wireless carriers to streamline the mobile-giving process, so that consumers can text keywords to a shortcode if they decide to donate to a cause. That donation appears on their next bill, and carriers then pass along 100 percent of the money to the MGF to distribute to the selected charities.

Thus far, the MGF has had great success. Keep a Child Alive, a charity dedicated to helping children affected by HIV and AIDS in Africa, has raised hundreds of thousands of dollars via mobile, with help from celebrity supporter Alicia Keys. During a recent appearance on American Idol, she encouraged viewers to text "alive" to the shortcode 90999 to make a \$5 donation. That solicitation generated a staggering US\$500,000 in less than one minute. She made a similar ask during an acceptance speech for a humanitarian award that was televised on BET and raised more than US\$140,000.

"Mobile facilitates the immediate gift," says Manis. People can donate in the moment, rather than having to memorize a website address or phone number to take action later, and receive information on how their donation is being used.

MGF Canada will launch officially this fall, just in time for the giving season. The organization has a vetting process to ensure that only registered charities can take advantage of the platform.

a sponsored supplement to

strategy
bold vision brand new ideas

produced in association with



CREDITS

This publication is an advertiser-supported supplement to the September 2009 issue of *strategy* magazine, produced in association with the Canadian Wireless Telecommunications Association (CWTA). The CWTA is the authority on wireless issues, developments and trends in Canada. It represents cellular, PCS, messaging, mobile radio, fixed wireless and mobile satellite carriers as well as companies that develop and produce products and services for the industry.

CANADIAN WIRELESS
TELECOMMUNICATIONS ASSOCIATION
130 Albert St., Suite 1110 Ottawa, ON K1P 5G4
Phone: 613-233-4888, Internet: www.cwta.ca
For information on text messaging in Canada visit
www.txt.ca

STRATEGY IS A PUBLICATION OF
BRUNICO COMMUNICATIONS LTD.
For information on sponsored supplements to
strategy or custom publishing,
please contact Carrie Gillis: Phone: 416-408-0863,
email: carrie@strategy.brunico.com

STRATEGY
366 Adelaide St. West, Suite 500, Toronto M5V
1R9 • Phone: 416-408-2300,
Internet: www.strategymag.com

THE DIGITAL VIDEO WAVE: SURF'S UP

People have less time to sit down and catch their favourite TV shows – on TV, that is. But waves of eyeballs are increasingly drifting to digital media, where they can set their own schedules. Is it nearing a tipping point, and what's the impact on the ad frontier?

BY JONATHAN PAUL



CTV's HD player is available in a Beta version until the end of the summer.

**We're
always
going to be
where the
eyeballs are**

More and more Canadians are jumping into the digital pool. That's no secret. It's all about a prevailing consumer philosophy of getting content when and where they want it. It is, however, happening at an increasingly rapid pace.

Driving this growth spurt is online video – a digital bucket that Canadians, especially, see as a favourable option.

"You're starting to see a huge trend with the acceleration of how online video's being consumed," says Graham Moysey, SVP/GM, Canwest Digital Media. "Especially as a younger demographic and generations start to consume content made in a different way."

Just look at the numbers. ComScore released a report in February, 2009 showing that 21 million Canadians watched more than 3.1 billion videos online, spending an average of 10 hours viewing during the month, up 53% from what it was the year before. That's about 88% of the total Canadian Web population, and it accounts for the highest penetration of the five countries reported by Comscore's Video Metrix, including France (82%), Germany (82%), the U.K. (81%) and the U.S. (76%).

According to BBM Canada, for total TV viewing in Canada during prime time for all persons 2+ between May 25, 2008 and May

25, 2009, tuning to Canadian and American conventional stations dropped by 3%. And though specialty viewing did increase by 1%, the remaining 2% went to programming not falling in those categories.

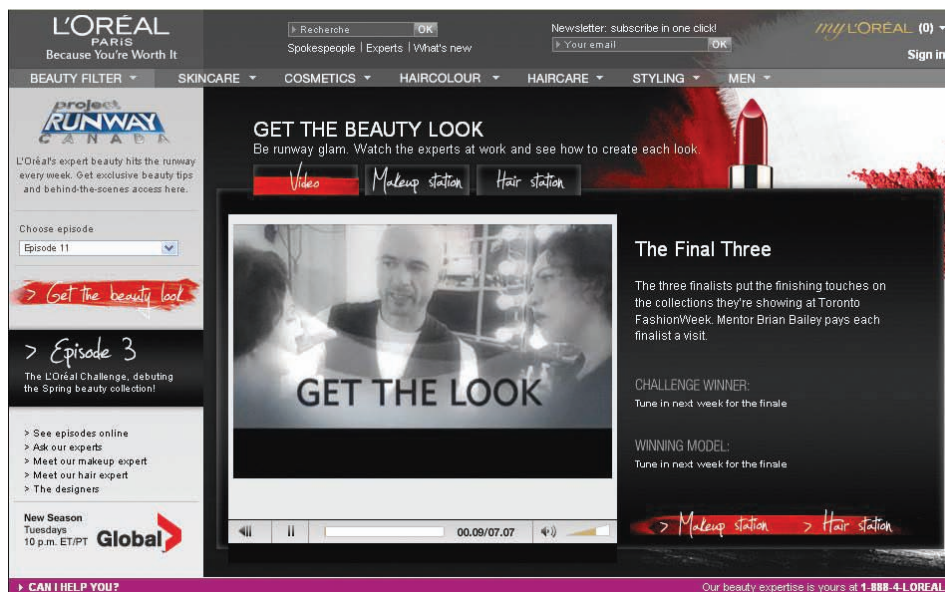
A lot of this can be attributed to the popularity of sites like MSN, YouTube and social networking sites like Facebook that resonate well with Canadian kiddies, all of which provide the bulk of the competition to the major networks when it comes to attracting revenue for online ads, video ads in particular.

The ComScore report indicated that out of the top Canadian video properties (according to videos viewed), Google sites (including YouTube) came out on top, taking in a whopping 52% share of all videos viewed with more than 1.6 billion, and Facebook placed seventh with over 19 million, accounting for a 0.6% share of the total.

So, how are Canadian broadcasters like CTV, the CBC and Canwest competing with the YouTubes and Facebooks of the world – while navigating the whole analog-dollars-to-digital-dimes conundrum and attracting advertisers to a space about which they've so far been fairly wary?

To start, they've begun to make their online destinations more appealing by beefing up their digital offerings with more prime-time content, especially their conventional properties.

"Content is going to remain king; always has, always will," says ZenithOptimedia president Sunni Boot. "There is a specific trend to long-form programming that typically resided on broadcast and is



Global's microsite for the second season of *Project Runway Canada* doubled overall impressions vs. season 1.

now nicely residing online. We're always going to be where the eyeballs are."

"We tend to buy more conventional because of the programming," adds Boot. "When you've got a top-rated show, your sell out on air can come quicker, whereas your cable specialty, there are a lot of places to go, and it's a 24-hour clock."

Canwest relaunched its globaltv.com portal in April, consolidating shows in a redesigned video player and offering over 30 refurbished show microsites that provide more exclusive video content. And it's seen success. Video plays on the site since the relaunch averaged 6.4 million in April and May, which was up 146% versus average pre-launch numbers between September and March, and "viewers" (viewer/users) averaged 21 videos each, up 52% as compared to pre-launch figures, with an average of 82 minutes spent, which was up 72%.

The CBC, which now has over 6,000 video assets available for on-demand viewing and streaming, is also planning to revamp its online content offerings with the introduction of a single portal consolidating its audio and video streaming capabilities in the next few months. And CTV recently upgraded to HD video online, launching its CTV HD Beta Player in March to run parallel to its video player.

So, the eyeballs keep on coming, and it's a place where advertisers are thinking they should be. But broadcasters are now trying to figure out how to more efficiently monetize the space – especially given soaring bandwidth costs due to increasing traffic – by creating more viable advertising opportunities that go above and beyond standard IAB ad formats.

One that's becoming increasingly appealing to advertisers because of the traction it has started to gain over the last year is video pre-roll.

"There are some very good reasons for that," explains Boot. "The media players at the major networks are much better, so they're serving up a better product. The second is copyright. When [the networks] are going to negotiate programs they've got increased copyright for broadband. And the third, which Canada is just terrific and a leader in, is the fact that our ACTRA agreements are favourable to digital. Plus, the other one, of course, is consumer receptivity to watching commercials in long-form digital."

Increased capabilities for advertisers to do more with pre- and mid-roll ads are also starting develop. Broadcasters are looking at adding clickable pre-roll ads that direct viewers to a different online destination that provides them with a companion ad, giving them greater detail in terms of the advertiser's offer – in a way, similar to an online version of Etc.tv.

Yahoo has started offering behaviourally targeted ads as it pertains to its video player, which is another feature that the nets could take advantage of in their own offerings. Based on a user's cookies, they can serve ads relevant to websites that the user has visited previously.

Content produced strictly for video and pre- and mid-roll ads is something else that will likely start to be seen more.

"The audience for pre-roll video is growing, so that's an amazing opportunity. Because of that we're going to be able to warrant our own one-off production for pre-roll spots in the future," says Nick Barbuto, director of digital

solutions for Cossette. "The idea is that we're going to have a large enough audience at one point in time, and they're going to be very captive in the sense that there's not as much clutter as the current TV environment. That's what the opportunity is: more audience with less clutter and potentially even more hyper-targeted."

Although online video ads provide advertisers with bonuses like more exclusivity, with a one-to-one versus one-to-many conversation, and, arguably, a little more engagement, there is still the issue of limited inventory. In an hour of online video, advertisers may get about two minutes of pre-roll opportunity versus around 12 to 14 minutes of commercial time during an hour of broadcast. So, broadcasters and agencies are also working to take video content and ad opps further in the form of custom sponsored content initiatives and integrating content across platforms.

"We are seeing a definite increase in sponsorships," says Boot. "[Networks] are creating multi-platform opportunities that include contesting, polling and the development of microsites, and just totally integrated sponsorships in general."

Canwest, for example, put together a custom content opportunity for L'Oréal, an anchor tenant sponsor of season two of *Project Runway Canada* and its microsite on Globaltv.com. A videographer was on set, capturing content everyday as the show was being filmed. The result was exclusive-to-web footage and branded content segments called "Get the Look," streamed onto the *PRC* microsite wherein L'Oréal Paris makeup artists showed viewers how to achieve a look featured in the previous episode.

"It's really creating customized branded content for our advertisers within the framework of the online asset, and that online asset is obviously built to support not only the broadcast show, but the advertising messaging," says Moysey.

The microsite has logged 1.2 million video plays, 95% of which were people that visited the site specifically to watch full-length episodes. Of that percentage, over half of them also watched the "Get the Look" series.

The CBC has also offered up custom, cross-platform opportunities to its advertising partners. One for McDonald's in partnership with *Hockey Night in Canada*, which will resume at the beginning of next year's NHL season, was originally implemented during the 2009 Stanley Cup Playoffs. Working with media agency OMD, the Ceeb took content from *HNIC* – recaps of the previous night's games featuring former NHLer and CBC personality PJ Stock – and extended it from TV to online, as well as making it available

REGISTER NOW!

strategy
agencyTM
OF THE YEAR

mediaTM
agency
OF THE YEAR



Presented in association with

THE GLOBE AND MAIL 

October 29, 2009
Berkeley Church | Toronto

To view the AOY Shortlist: aoy.strategymag.com

To view the MAOY Shortlist: maoy.strategymag.com

To book tickets call Joel Pinto at 416-408-2300 x650

For sponsorship opportunities contact Carrie Gillis at carrie@strategy.brunico.com

through widgets, allowing users to access the content from their computer desktop or their Facebook page.

"It's probably one of the first times that we've created a branded environment that really reflects the tone and the feel of the advertiser," says Byron Ells, director of media innovation and planning at the CBC. "The environment takes *Hockey Night in Canada* as a brand, but kind of gives it those red and yellow hues that we associate with McDonald's."

The program also extends the experience onto the mobile platform with a mobile-optimized end site, an area that Canwest also made a foray into in July, when it launched a Blackberry application for Food Network Canada. They're currently monetizing it with Blackberry creator Research in Motion as a paying sponsor, and they're also close to closing a deal to bring in a large CPG client.

"My view is that you're seeing strong growth of users consuming media content via mobile, but it's very much in its infancy on the other side," says Moysey. "The ad dollars haven't flowed dramatically into that space, so we're on strategy to drive as much of our content and brands into that mobile space."

The growing trend of Canadians flocking to digital platforms for video is causing media agencies to examine their attitudes towards buying in the space, and some are changing their practices accordingly.

"We are seeing a shift whereby a couple of our big agency partners are starting to configure themselves in such a way that their broadcast buying group is starting to buy online video," says Moysey.

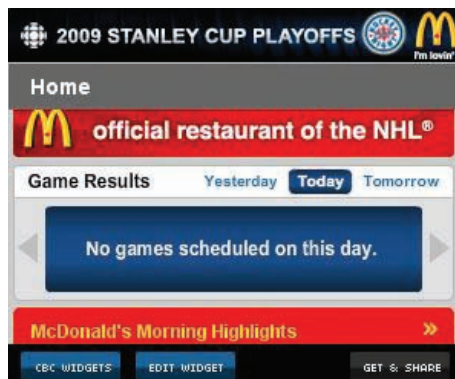
ZenithOptimedia is one agency that's changing its online video-buy thinking. The attitudinal change is manifesting itself in treating online video as just another part of an overarching video platform, as it's becoming about the total number of screens advertisers can access.

"We're starting to get more of our broadcast buyers negotiating that, and the reason is they have the discipline and the understanding," says Boot. "But we still need all of our digital specialists to help us with the ad serving, the frequency caps, so it's an area in transition."

The change in thinking is also starting to be reflected in upfront negotiations as agencies look to build portfolios for their clients that extend through conventional television, specialty, digital and broadband.

PHD Canada has already begun investigating bringing in digital opportunities as part of its upfront talks with media vendors.

"We talked a lot this year about trying to bring digital into those discussions with



CBC's hockey widget for McDonald's can be shared on sites like Facebook and MySpace.

respect to the fact that, by and large, a lot of them have been TV driven," explains Fred Forster, president and CEO of PHD Canada. "We believe philosophically that we should be talking to vendors about the total commitment that we'd like to make on behalf of our client

We are seeing
a shift whereby a
couple of our
big agency partners
are starting to
configure themselves
in such a way that
**their broadcast
buying group
is starting to buy
online video**

base, and we should be talking about the total assets that they have in that conversation."

However, he says that the networks aren't really ready to play ball, and that deals of that ilk are, at this point, mostly brand driven as opposed to being part of larger corporate upfront deals.

"I just don't think most vendors are structured in a way that allows us to have that conversation and get to a finished deal because there are so many moving parts to it," says Forster. He does say that, for PHD's part, it's a direction the agency should go in

order to build greater flexibility and to make the best decisions about platforms at the macro level.

And that's not to say that the networks aren't attempting to step up to the plate. "As we negotiate upfront commitments with our large agency partners, broadcast, print and digital are at the table in an effort to meet the channel demand and ensure that we continue to take share from our competitors while offering a fully integrated solution," says Moysey.

According to IAB's 2008 Actual + 2009 Estimated Canadian Online Advertising Revenue Survey, online advertising now occupies third place in terms of marketing spend by advertisers, accounting for 11% of the combined \$14 billion spent on all major media in Canada in 2008. It's estimated to increase by 9.2% this year. Online video advertising in particular grew from \$9 million in 2007 to \$12 million in 2008.

While it certainly appears as though digital's being allotted a bigger slice of the pie in terms of media agencies spend at upfront time, no one is looking to the space as a competitor or alternative in a world of increasing fragmentation and expanding media opportunities, but rather as a means of enhancement. And it's about finding balance.

"As fragmentation occurs, you need to add these components to round off the portfolio," says Boot. "I wouldn't argue that one is necessarily better than the other; I argue that we need them all."

"I don't see people stopping watching television; I just think that you're going to see digital as a great complement," agrees Moysey. "There's probably between 10-12% of all media dollars that are spent in the online space today in Canada and I think the delta between that and the consumption is your opportunity. So I would say that the tipping point in terms of us getting closer to what the blend should be from an advertising perspective is upon us."

And while broadband costs and content platform issues like limited inventory remain a barrier for digital expansion, there is, at least, a lot of room for flexibility and freestyling with brands who take the plunge into the digital pool. ■

NEXT BIG THE THING

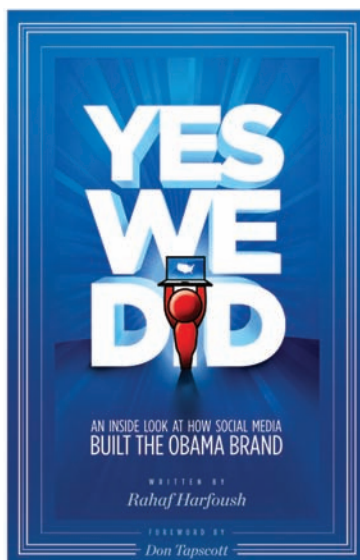
BY CAREY TOANE

Risk. For the agencies that restructure from top to bottom to reflect the radical shifts in marcom effectiveness and for the brands that leap over the messaging moat to mingle with their consumers, it can sometimes bring reward.

Trying to identify “the next big thing” for agencies, brands and consumer behaviour is like watching a teenager type a text message – blink and you’ll miss it. But while some trends may be fleeting, the learnings these innovators have to offer merit weighty consideration.

Ready to take a chance on something new? Read on.

AGENCY



THE NEW CAMPAIGN MANAGERS

The post-digital revolution can be understood in one word: Obama. The Titanium and Integrated Grand Prix that “Obama for America” took home from Cannes this year only reinforced what consumers already knew: brands are not in control of their images in this 24/7 court of popular opinion, they are running for election.

“Consumers don’t ‘learn’ brands in advertising anymore; they observe them through all of the behaviour that a corporation engages in, whether that behaviour is intended to be commercial or not,” says GWP Brand Engineering chair and CEO Bruce Philp. “If that’s true, then the job of branding is to give purpose to a company, not to give purpose to communications – everything matters. The post-digital world is the one where we finally get there. That’s the promised land.”

Last fall, Philp embarked on what he calls a “bold experiment” to reorganize his 30-person-strong branding agency, using a post-digital model to reflect the changes taking place all around them. “It’s insane to have to choose between online and offline advertising, and it’s insane to have these things competing with each other,” he says. “In the future I think the equation between time spent and resources committed is going to change forever. We can no longer rely on the fact that agency fees are going to be a negligible fraction of the client’s total marketing spend and therefore we can wing it; the system becomes much more accountable in more ways than one.”

He’s not alone. “All the agencies are trying to get into this new space,” says DDB Canada CEO Frank Palmer, who answered this shift with the launch of social media unit Radar in the fall of 2007. “At the front of the train has

NEXT BIG THE THING

always been the mass media and then PR and promotion and then at the back to the train you've got the internet and now you've got social media. It's just that now, the caboose is pulling the train."

One agency Palmer cites as a "bright spark" is Toronto-based John St., which, as co-CD Stephen Jurisic explains, has maintained an integrated structure over its eight years of existence. "We're not always adding divisions or departments, which is maybe what other agencies have struggled with," he says. "We've always been a pretty tight collective, and we've always tried to integrate things as the industry is changing."

Jurisic also credits progressive, long-term clients like War Child Canada executive director Samantha Nutt, who incorporated tools like Twitter into her communications platform early on – for blazing trails that the agency can guide other clients along later. "They're always updating and changing and evolving because their consumers are changing and evolving, and we've been growing with them."

The team at John St. has developed a process that brings strategy, creative, digital and production people to the table at the outset of a new project, and then filters people out as the solution to the particular business problem becomes clear. The agency isn't divided into media silos but rather centres on a production hub, through which all print and TV and digital work flows. "That's the digital world: all of a sudden there's so many more people sitting at the table...it's more complicated, it's deeper," says Jurisic. "The production side of it is much bigger, so that's why you need such tight process."

Back at GWP, Philp put his money where his



mouth was, investing heavily in a reorganization that has flattened the agency structure somewhat, starting with a leadership team that includes newly hired director of interactive branding and technology Tim Lambertus. "If I'm going to try to kill this idea that we sell manufacturing, then I have to set an example at the highest level," says Philp. "So I'm going

AGENCY

Clockwise from top: ING Direct Canada CEO tweets with consumers; Mitch Joel's *Six Pixels of Separation* explores new connections; War Child Canada's "Help Child Soldiers" website by John St. rallies supporters.

to create a cross-functional team that runs the agency and has to work these things out collectively and organically."

Reporting to the team – often to more than one member – are the 20-odd creatives who are currently being phased into a "fission-fusion" structure (a term some may recall from '90s organizational theory) which means clusters of people with various skill sets come together into teams of three or four on a particular campaign and explode back into the larger group when the project is completed.

Working in this matrix structure is, like online marketing, a time-intensive process, and Philp has brought in executive coaches and – Obama again – people like *Yes We Did* author Rahaf Harfoush to develop the principles on which the new company structure will operate.

Lambertus, who comes not from an agency but from a VP broadcast and digital media position at Canwest via a consulting stint, joined GWP as the agency was immersing itself in a post-Obama social media exercise with ING Direct in the U.S. – a campaign which has spread north, as anyone who follows Canadian CEO Peter Aceto on Twitter can attest.

"We went for several months with our biggest client not talking about advertising, but about mobilizing the customer base and engaging them

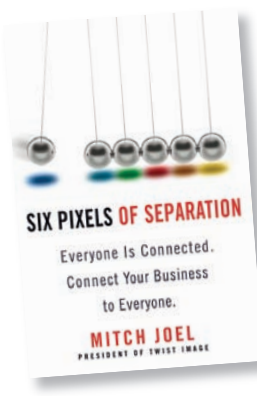
and turning them into a community," Philp says. "Suddenly, overnight, all this stuff that was a matter of academic principle became real and immediate."

Of course, not all brands are created equal, and consumers, like voters, can be fickle. Mitch Joel, Montreal-based president of Twist Image and author of *Six Pixels of Separation*, says the fundamental mistake marketers make is

expecting consumers to create the content for them. "Barack Obama provided that shift that people wanted, and that's an easy message to spread, something a lot of people can get behind...Marketers have to be able to appreciate that you need to have a great brand that people are going to want to mobilize behind to make it work."

Beyond Obama and UGC forays, Philp is convinced the rules of the game have changed. "The thing that excited me about what

happened at Cannes was not just that advertising was sitting at the kids table and digital got to sit with the grownups, but that the distinction became unimportant," he says. "And that's the future I get excited about, when the job of branding and marketing is to be there for the consumer wherever they are in a way that's useful to them, and that's what matters."



EVERYBODY'S GETTING IN ON THE GAME

In a 24/7 world, breaking through the clutter means engaging your audience dynamically through some form of cloud-based marketing, adding bells and whistles such as augmented reality and even venturing out into the real world – or some fictional version thereof, such as via the ultimate engagement weapon, the alternate reality game.

Big among 20-something tech-savvy gamers and early adopters, ARGs (for those in the know) cross the boundaries between traditional advertising and the real world. While still in early days in Canada, in the U.S. the genre has taken off. Brands like Audi are getting in on the game with “The Art of the Heist,” an ARG to promote the A3 last year, while California-based 42 Entertainment took home a Cyber Grand Prix at Cannes this year for “The Dark Knight,” an ARG that saw cellphones baked into cakes (amid other madness) to hype the latest film in the Batman franchise.

MAZDA FINDS THE KEY TO UNLOCKING BRAND SUPERFANS

It all started when Musiqueplus VJ Marie-Claude Perron noticed a billboard for her new fashion show *FLAFF* had been tagged with some mysterious graffiti and complained about it on air.

For the simultaneous-surfing-watching-texting audience, it didn't take long to find Reperio.com, where they found a portentous countdown – although to what wasn't immediately clear. Some also came across a Quebecer named Patrick Martin, who was blogging about a resistance movement come back in time from the year 2033.

When the counter hit zero at 9.58 p.m., programming on all 14 of Astral's specialty networks was interrupted by Xira, a woman from the future who broke into the signal to deliver a plea for help and the first clue to the mystery: a vehicle identification number (or VIN). When players typed the number into the prompt on Reperio.com, they received another clue, which sent them out into the city to help Patrick and Xira. At the end of each quest was a key, and one of 33



developed in partnership with Doner Canada and Astral Media, was designed to build a deeper relationship with the social, active 18- to 34-year-old demo.

“It's getting harder and harder to push messaging to customers; you need them to go look for it,” says Mike Collinson, marketing

opportunity to engage consumers in something that's fun and brand-consistent.”

While other car companies were flooding the market with offer-based communications, Collinson says the Mazda ARG worked more on the brand affinity level. “One of the things we struggle with is there are so many different ways to communicate with a customer in a four- or five-year purchase cycle for a vehicle, that there's no one thing that influences that decision. So we have to be in different places and speak to customers at different times.”

Doner conducted extensive research into the media habits of the target. “We were able to push people offline and online depending on what the message was,” explains Patricia McGregor, media director at Doner in Toronto. “Each medium was used for what it was meant to be used for, so they weren't cookie cutter images of each other; they were full working pieces within a bigger machine.”

There were three major targets established – total interactions, active followers and sales leads – to measure success: all were exceeded, with 6,900 active followers (well above the forecasted 2,500, a number based on the participation Audi garnered for “Heist” in the U.S. and scaled down to the Quebec market).

The community was so engaged that they continued playing after the 33rd key was found, hiding their own 34th key and staying in touch on the *FLAFF* website (the show was in fact fake, constructed for the purposes of the game).

Mazda also partnered with Fredericton, N.B.-based Radian6 (see sidebar, p. 45) to track social media activity during the campaign. “The great thing with digital is you can track actual responses and know that it's not based on some sort of algorithm, but more based in hard reality,” says McGregor.

The Mazda dealer community was also buzzing, and Collinson says the networks are eager to see “how we were going to do better next time.”



Top: graffiti pops up on the streets of Quebec. Above: Perron (left) and Xira spread the word on television.

keys would solve the puzzle and unlock the prize – in this case, a Mazda 3.

Mazda Canada's “33 Keys” Quebec-only ARG,

director at Mazda Canada, adding that the players found out early on that Mazda was behind it, and didn't seem to mind. “So ARG offers a unique

BRANDS

THE ART AND SCIENCE OF CLIENTELING

If a brand is the sum of all conversations about it, then traditional push advertising is akin to standing in Starbucks with a megaphone. Some of today's hottest brands are instead choosing personal interactions with their consumers – witness fashion retailer Aritzia's handwritten notes from sales staff to their high-value customers, or bicycle manufacturer Cervélo's cycling tours with pro athletes and preference for documentaries over product-centred ads. It's a surefire way to turn consumers into fans – and it's getting the Canadian brands seen on the international stage.

THE HOTTEST NEW TEEN FASHION RETAIL BRAND IN THE U.S. RIGHT NOW IS...CANADIAN

Sally Parrott has no room in her marketing budget for advertising. The senior marketing director for Vancouver-based women's fashion retailer Aritzia prefers to put her money where her customers are: in her stores.

"What we do is bring the aspiration of a boutique to an accessible place for a young woman," says Parrott. "We create the most compelling and engaging environment possible and then we let people come to us."

Those people are 15- to 35-year-old females, and they are coming in droves. They don't watch TV like they used to, and even *de rigueur* fashion mag advertising doesn't pack the punch it once did.

So Parrott pulls the girls – she calls the 95% female-staffed company a "chick fest" – into the 42 North American locations using avant-garde window displays, hot new music, designer furniture and finishings and oh yeah, clothes: about 80% of store stock is made up of "brands exclusive to Aritzia" like the younger-skewing lifestyle brand TNA and the older-skewing fashion brand Wilfred, sustainable label Community and Park Life, a VANOC-licensed product line for the 2010 Olympic Games. (When *Bachelorette* star Gillian wore a Park Life hoodie on the show, Aritzia sold 600 on special order in 10 days.) The other 20% is made up of \$200 jeans and of-the-moment brands like Charlotte Ronson, Cheap Monday and Obey.

Aritzia sales staff – for whom personal style is part of a professional skill set – are trained to develop long-term, one-on-one relationships with VIP customers, sending handwritten thank you notes or hefty gift cards to recognize frequent or big purchases.

"We develop those relations, and then we enable them to have the word of mouth and the loyalty



From interior design to merchandising mix, Aritzia shops cater to local clientele.

without pushing it on anyone, so it happens more organically," says Parrott. "We don't invest any dollars in trying to bring people in the door who aren't already shopping with us; we don't invest huge amounts of money in people who one-off-shop with us. We look at people who have been loyal to us and we're loyal to them."

Whether they know it or not, loyal customers also influence the merchandising mix; a store on Bloor Street in Toronto will have a different offering than one on Queen Street, with 30 to 40% variation. "We are very sales responsive, so we'll put product in store and then if something's selling we'll continue to reinforce it; if it's not selling we move it out fairly quickly. So those influencers, by virtue of that, do have impact."

Topping the hot new store list for teens in the

U.S. this year in a qualitative study by Chicago teen research firm TRU, Aritzia has enjoyed double-digit same-store sales increases year over year for most of its 25-year history. Despite flattened sales since the spring thanks to the recession, it has maintained its strategy south of the border, with a "slow and steady" expansion from two stores in 2007 to seven today.

While the retail market there is far more fragmented, Parrott says the same top five products sell in the United States as in Canada. Thanks to the internet, style is now global, reflected in the homogenous offering in malls around North America.

Speaking of the net, that's the other place Aritzia's clientele hang out, and Parrott applies the same strategy to Aritzia.com, TNA.com and



A day in the life: Cervélo documentary shorts track pros on the race circuit for fans watching online at home.

Wilfred.com as she does to her stores: build it and they will come. Except on the web, consumers are encouraged to shoplift: "We used to be really protective, but now [we're] making it so people can access content and share it and put it wherever they need to put it, that's part of creating a viral campaign. I think the name of the game is really content these days."

Parrott is now working on using social media to further the clienteling model. "It's an interesting opportunity to take that idea of interpersonal interaction and loyalty development and apply the tools that we have now with social media to that on a more personal basis, rather than having it be us as a corporation speaking out there to a base of customers."

She's also looking forward to more one-on-one interactions during the Olympics, this time with reporters: "Our marketing efforts around the Olympics are not necessarily even focused on our VANOC product, [but] more that we are going to have all the international media in our backyard over that two-week timeframe, which from a brand development standpoint creates a huge opportunity."

ENGINEERED MARKETING: SHOW, DON'T TELL

When Spanish star Carlos Sastre won the Tour de France last year on a Cervélo bike, the Toronto-based racing bicycle manufacturer was thrust into the global spotlight. After the previous sponsor of Sastre and Norwegian Thor Hushovd withdrew, founders Gerard Vroomen and Phil White decided to start their own team.

The company, which was founded in 1995 and has a European base in Switzerland, also offers fanatics a taste of the pro lifestyle with TestTeamTravel, a hybrid cycling-sightseeing trip that includes a meeting with the pros, use of a Cervélo bike and a chance to ride stages of tours like the Giro d'Italia. Athletes are available to sign autographs before and after Tour stages – a rarity in the industry.

Vroomen and White are engineers by trade, and Vroomen handled marketing up to this July, when they hired global director of marketing Clemens Zimmerman from BMW in Munich. From the outset the approach was different, says PR director Peter Donato. Aside from the PR coups of race performance and the valuable access to product feedback from pro riders, the idea for the team from the beginning was a down-to-earth focus on "fan access."

The trials and tribulations of the Cervélo Test Team are documented for fans – more accurately, the sport has fanatics – online at Cervelo.com, where five-to 11-minute videos give a behind the scenes look at the pro racing world. The docs are cut into 30-second TV spots on OLN in Canada and Versus in the U.S. for the duration of the tour. "Cycling is growing in popularity and we wanted to give people a better view of what goes on in the world of pro cycling," says Donato.

Best of all, if you like the bike Hushovd rode in on, you can get the very same model at a Cervélo dealer tomorrow, because custom bikes for athletes don't jive with Cervélo's R&D product philosophy. "What we do to improve the cyclist's bike is passed along so the consumer gets the same benefits, and people appreciate that."

The marketing component that runs through all of this seems "a bit more genuine," says Donato. "Engineers really look at things differently than the typical marketing department, and that has proven to be a real secret weapon for us."

LISTENING: THE NEW METRIC

A conversation is a two-way communication, and listening Big Brother-style is just the first step. Early adopter brands that started the social media marketing trend nearly two years ago are now moving on to engagement or "active listening."

"The new CMO's role will be one where, as opposed to treating the community like a market on the other side of the wall that you throw messages at, [he or she] is getting out into the community and living amongst the customers, potential customers, the media, the advocates, the critics, everyone," says David Alston, VP marketing and community at Radian6. "You live in the community, you build relationships."

The Fredericton, NB.-based social media monitoring company tracks all the product, company, brand and competitor mentions floating out there on the interwebs. "The reason people tweet or blog or comment is they want to make their opinion known, so it's all sharing," says Alston. "The problem is, for our clients, just for the keywords they want to monitor, we're ingesting over 6 million conversations a day in the public [realm], so over 2 billion a year."

Radian6's platform makes monitoring all those conversations easier for global agency clients like PR firms Weber Shandwick and Ogilvy PR as well as social media firms like Shift Communications in the U.S. Brands from Pepsi to Dell to Molson to Cirque du Soleil and non-profits like the American Red Cross and March of Dimes are also on the roster, and demand is growing.

"From an awareness perspective I would say just about any company out there now knows that they need to be doing something with social media; they just haven't figured out what yet," says Alston. "Unfortunately in a lot of cases brands are also still thinking it's up to them to decide when their brand joins social media, because the traditional thinking is, 'until I do something I'm not in it.' In social media you're in it because your consumers put you in it. For some brands it's going to hit them like a tsunami because they haven't been out there riding the wave with everyone else and joining those conversations."



conversasion

an oral history from the characters that shape our industry

An intimate look at how two of our industry's most dynamic leaders sell their ideas through the art of storytelling

On the evening of September 23rd, Ad Lounge will host an evening of "CONVERSATION". Be there as these mavericks speak from the heart and from the hip as they recount the kind of tales that - let's face it - only our industry could produce. An evening of oral storytelling from our industry that will inspire, generate ideas, and even make you laugh.

Canada's communications industry is alive and well. Let's celebrate it.



Colin Drummond

VP/Director, Cultural and Business Insights

Crispin Porter + Bogusky

TOPIC: How marketing conquers culture



Neil McOstrich

Founding Partner, Chief Creative Officer

Clean Sheet Communications, Inc.

**TOPIC: Once upon a brand
(the art of selling with stories)**

September 23, 7pm
The Arts and Letters Club,
14 Elm Street, Toronto
Tickets: \$79 (+GST)

www.adlounge.ca/events

SPONSORS

GOLD SPONSOR

Clean Sheet

SILVER SPONSOR



MEDIA SPONSORS

strategy

STIMULANT

DESIGNEDGE
GRAPHIC DESIGN NEWS & TRENDS

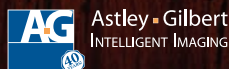
CREATIVE SPONSOR



VIDEO PRODUCTION SPONSOR



PRINT SPONSOR



MUSICAL BRANDING SPONSOR

boomSONIC

PRODUCTION DESIGN SPONSOR

loopmedia.inc



THE GIFT OF CHOICE

MOVE OVER, FRUIT BASKETS AND BOTTLES OF WINE. GIFT CARDS ARE THE NEW IDEAL HOLIDAY GIFTING SOLUTION

Summer has wound down, which can only mean one thing: it's time to start thinking about the all-important holiday gift-giving season. Employees everywhere have had a rough ride this past year. Reward your staff and clients for hanging in there by giving them something they really want this year. (And no, mugs with your company's logo aren't on the top of everyone's wish lists, no matter how cool your logo may be.)

One-size-fits-all gifts that everyone will love are hard to come by, so many companies use gift cards that enable recipients to pick out what they truly want. Giving a gift that employees and clients value and appreciate shows them that your company is in touch with what they want, and increases engagement levels.

Giving gift cards to employees not only during the holiday season but also throughout the year as part of corporate incentive programs is becoming more common amongst North American companies. This past year alone, the use of gift cards as incentives has increased by 21% in the U.S., according to the Incentive Marketing Association's Recognition Council.

The Council notes that consistently rewarding high performance can have a powerful impact on ROI. "Overwhelming research demonstrates that companies that engage in recognition and rewards programs, including the use of specific incentive programs, significantly outperform their competitors."

Canadian retailers have tapped into this trend, and many have established corporate gift card solutions to facilitate large-scale gift card purchases. Read on to learn more about great holiday gifting solutions available to Canadian companies.

Turn results...



...into rewards.

The holidays are the perfect time to say thanks. When you want to reward employees who meet their goals, or just say thanks for all the hard work, Future Shop gift cards are a perfect choice.

With a wide selection of cool electronics to choose from, our gift cards are the perfect incentive solution with flexible denominations, no fees and no expiration dates. Plus, we offer volume discounts with free and prompt shipping.



To order gift cards:

Call 1-866-721-GIFT (4438) or email
giftcards@futureshop.com.

▶▶ FUTURE SHOP

® MD

LET THEM INDULGE

Most people have had to cut back significantly on expenses this year, and perks like home electronics and high-end clothing have been scaled back in many households. Give recipients the freedom to treat themselves this holiday season by offering gift cards to retailers like Future Shop or Harry Rosen.

"Many people have been forced to cut back on discretionary purchases, so a gift from Harry Rosen - which might be considered a bit of an extravagance - will be appreciated that much more," says Larry Rosen, chairman and CEO of Harry Rosen. "Consumers want to spend smarter - they're more conscious of getting the best value for their dollar. Any merchandise you purchase at Harry Rosen is of the highest quality and comes with our guarantee of customer satisfaction, as well as the service, advice and knowledge of our highly trained associates. You can't get better value than that."

Nikki Hellyer, director of marketing at Future Shop, says now is an especially crucial time to reward employees with something fun like a Future Shop gift card that allows them to indulge in things they may have been coveting for awhile, like flat-screen TVs, video game consoles and MP3 players. Future Shop also carries a lot of options for people looking for more practical purchases, too, like computer accessories, telephones, home appliances and even batteries. From indulgences to the basics, Future Shop covers the gamut of technological wants and needs.

"It's really important for companies to recognize and reward their employees in such a way that they feel thanked for the work that they've been doing, particularly over these past 8-10 months, which have been really tough," says Hellyer. "We see this as an opportunity for companies to retain good employees and recognize them for performing well during a tough time. What better way to do it than with a Future Shop gift card, where they can get the latest and greatest in technology that they may have had their eye on?"

MAKE IT EASY

Gift cards from boutique shops are a great idea in theory, but redeeming a card from a trendy Queen Street store in Toronto, for example, may be a bit tricky for an employee who lives in Barrie, Ont. Choosing retailers that have a strong national presence, like Home Hardware, Shoppers Drug Mart and Cadillac Fairview is a great way to ensure that actually using your company's gift won't create unnecessary hassles for employees.

"We have over 1,000 locations from coast to coast to coast," says Bill Ferguson, director, dealer support at Home Hardware. "Our stores are easy to find." You'd be hard-pressed to find a Canadian community that doesn't have a local Shoppers Drug Mart location, too, with over 1,100 locations across the country. "Shoppers Drug Mart touches the lives of 80% of Canadians," says Tammy Smitham, director of communications

and corporate affairs at Shoppers. "It's accessible to pretty much every Canadian."

Cadillac Fairview's shop! card is another great way to make it easy for recipients. It can be redeemed in 4,000 stores located in 29 malls across Canada, including the Toronto Eaton Centre, Vancouver's Pacific Centre, Calgary's Chinook Centre and Champlain Place in Dieppe, NB. "If your business is headquartered in Calgary but you have offices in Winnipeg, Vancouver and Toronto, a shop! card is a great gifting option that will be easy for all employees to redeem," says Tina Burgess, national gift card manager at Cadillac Fairview. "You can use it at so many different stores. It's like having a little credit card."

CADILLAC FAIRVIEW OFFERS SELECTION AND SECURITY

When it comes to selection and security, Cadillac Fairview's **shop!**™ card is hard to top.

It's valid at 4,000 stores at 29 malls across Canada, making it easy for recipients to find a place to redeem it. "A lot of people like to use gift cards to get something that's special to them," says Tina B. Burgess, national gift card manager at Cadillac Fairview. "At the same time, you can use it for anything from eggs and bread to an oven or sofa to clothing and shoes."



The Cadillac Fairview shop!™ card ...where choice and security meet at over 4000 stores across Canada

Cadillac Fairview offers a unique security assurance with the **shop!** card. If it is lost or stolen, cardholders can go to any Cadillac Fairview customer service booth to have the missing card "locked," and the remaining balance transferred to a new card. "People appreciate the security of it," says Burgess.

Discounts are available on bulk **shop!** card purchases.

TECH FOR EVERYONE

Future Shop gift cards are an ideal gifting solution for any company – not just ones staffed and patronized by tech geeks.

"Technology is at the heart of everyone's lives now," says Nikki Hellyer, Future Shop's director of marketing. Future Shop's products – from plasma TVs and gaming systems to phones and DVDs – appeal to all demographics. And, even gadgets are no longer one-size-fits-all products. "Technology has become so personal. You can customize your gadgets with different colours and patterns."

Future Shop provides an inviting environment for both the tech-savvy and tech-shy. Approachable sales associates are on hand to help customers determine which of the latest gadgets are right for them. Gift cards can be redeemed online, too, so those who know exactly what they want can get it without going outside. Future Shop doesn't charge shipping fees on online orders over \$39.

Future Shop offers free shipping of bulk gift card orders to one location, and volume discounts on orders over \$20,000. The cards don't expire, and recipients can check their balances online. Future Shop does not charge an order-processing fee.



A thank you that works overtime.

Show your gratitude with the Cadillac Fairview shop! card® – Canada's first multi-store, multi-mall gift card that your employees can use to reward themselves in more than 4,000 stores in 29 of the finest shopping centres across the country. Available in denominations from \$10 to \$500.

Visit www.shops.ca for full details and mall listings.



Give back with a card that has the flexibility to please – and the security to reward.

Future Shop has 142 stores across Canada, and gift cards can also be redeemed for online purchases, allowing recipients to spend their gifts without even leaving their homes. Future Shop offers free delivery for online purchases over \$39, too, so customers don't have to worry about delivery charges eating into their gift card balances.

IT'S ALL ABOUT CHOICE

Shoppers Drug Mart carries over 20,000 items, ranging from home essentials to seasonal goods to luxury items. And if that impressive range doesn't satisfy a gift card recipient, they can always redeem their Shoppers gift card to buy another gift card sold in Shoppers stores, like for iTunes or The Keg restaurants. "We find that in today's economic climate people are looking for small luxuries," says Smitham. "Whether it's a lipstick or a fragrance, people want a pick-me-up that makes them feel good." Recipients can also choose to redeem their gift cards for everyday essentials, like shampoo and family items.

Cadillac Fairview's shop! card also offers an impressive array of options. "You can use it for anything from eggs and bread to an oven or sofa to clothing and shoes," says Burgess. "It's great for all employees. You don't have to worry about offending anyone, or about whether someone may or may not drink as you would have if you simply gave out bottles of wine."

Bill Ferguson points out that Home Hardware stores carry

over 60,000 items, from lumber and building supplies to tools, paint, housewares, furniture, sporting goods and lawn and garden items. This broad selection makes a Home Hardware gift card ideal for all employees, whether they are renovating their homes, improving their gardens or if they just want to buy a new lamp or chair to spruce up their living space. "It can be used for practical items, or for items to spoil themselves with," says Ferguson. "People appreciate having choice instead of getting a bottle of wine."

"If you think of how varied people's tastes are, it really is hard to please everyone with a single item. Gift cards are great for everyone," says Hellyer. Future Shop isn't just a haven for videogame-obsessed teenagers. Today, people of all ages engage with technology daily. All demographic groups visit Future Shop locations to restock battery supplies, shop for the latest DVDs and browse home entertainment options. "Technology really is at the heart of everyone's lives," says Hellyer.

Harry Rosen offers a unique shopping experience tailored to each customer. "Our business is not selling clothing. Harry Rosen is in the business of assisting men develop a confident, personal image," explains Rosen. "Any company that feels their employees or clients would benefit from that is a 'good fit' (no pun intended) to distribute Harry Rosen gift cards."



Who wouldn't love a gift from Harry Rosen?

Business relationships are valuable assets. So, when occasions warranting a gift, incentive, or "thank you" arise, leave nothing to chance. A Harry Rosen gift card conveys a great deal on your behalf; a message both stylish and personal. It carries a balance, doesn't expire, and you can add value to it at any time. He can shop with us in store or online, and you can purchase and send, in any denomination, quickly and easily at harryrosen.com. Save yourself the guesswork with a gift card from Harry Rosen.

Now shop online at harryrosen.com

HARRY ROSEN

STABILITY AND SECURITY

Home Hardware has been around for 45 years, and it's not going anywhere. "We're a stable company," says Ferguson. In this day and age it's reassuring to know that the company you've just bought tens of thousands of dollars worth of gift cards from isn't going to go belly up six months from now.

Security features can also be a factor when choosing the right gift card. Cadillac Fairview's shop! card enables holders to "lock" lost or stolen gift cards and have the remaining balance on the missing card transferred to a new card. "It is a unique



Novelty cufflinks by Tateossian, Hugo BOSS and others - from \$120 - \$400 at Harry Rosen

feature. People appreciate the security of it," says Burgess.

DELIVERING POSITIVE EXPERIENCES

When you're giving someone a gift card, the last thing you want is for them to have a negative shopping experience when they redeem it. With a Harry Rosen gift card, you don't have to worry about that. "Our sales associates are knowledgeable professionals who provide every customer with the ultimate in customer service" says Rosen. "So when you give a Harry Rosen gift card - whether it's to say thank you, as a reward or incentive, whether it's for a client or an employee - you can feel confident they will receive the complete Harry Rosen experience - the whole package."

Future Shop also ensures its stores are well staffed by knowledgeable product experts. With high-tech items, it's especially important to have people on hand to answer questions and help shoppers navigate their decision-making processes. "Our teams are friendly, knowledgeable and always ready to help," says Hellyer. From choosing the right gaming system to finding the best laptop to figuring out which surround sound system will work the best in your home, Future Shop associates can help.

Since Home Hardware stores are locally owned, in many cases the store's owner may be on-site to answer questions. "Research shows that people get better service from stores where the owner is on-site," says Ferguson. Since the owners are so hands-on, the stores have strong relationships with the communities they're located in, too.

Gift card recipients can also use their gift cards to accumulate points via customer loyalty programs. Shoppers Drug Mart allows customers to collect Shoppers Optimum Points on all purchases made with gift cards. Points can be accumulated and put towards redeeming free merchandise. "It's the gift the keeps on giving," says Smitham. There are over 9.6 million Optimum Card members in Canada, so chances are at least a handful of your employees are members. •



Canada Goose down-filled aviators - \$145 at Harry Rosen

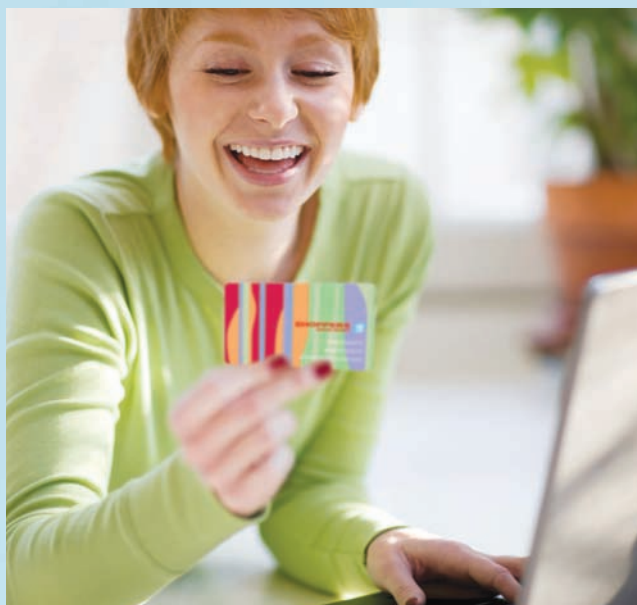
INDULGE WITH HARRY ROSEN

Can't figure out what to get the dapper man who has everything? Try a Harry Rosen gift card.

"I think we all like to give a gift that we, ourselves, would appreciate receiving. I can't imagine any man who would not appreciate receiving a gift from Harry Rosen," says Larry Rosen, chairman and CEO of Harry Rosen. "We carry the very finest menswear from the most prestigious, quality designers; our stores are state-of the art, in terms of design and shopping experience; and our sales associates are knowledgeable professionals."

He adds that this year is a particularly good year to give out Harry Rosen gift cards, as many people have had to cut back on discretionary spending.

Anyone interested in purchasing Harry Rosen gift cards in bulk should speak with Dennis Ognibene, the company's director of finance at 416-935-9245 or via email: dognibene@harryrosen.com. Gift cards can also be redeemed online at www.harryrosen.com



Indulge... or stock up on everyday essentials

THE GIFT CARD THAT EVERYONE WILL USE

With over 20,000 items, Shoppers Drug Mart truly does have something for everyone. This range of selection makes it an ideal choice for holiday gifting solutions, as well as incentives programs throughout the year.

"This gift card is a great thing to give all year round," says Tammy Smitham, director of communications and corporate affairs at Shoppers Drug Mart. With over 1,100 locations across Canada, Shoppers locations are easy for recipients to find. Another advantage of this card is that regardless of value, the recipient can always find something they want to redeem it against, without having to spend more than the value of the card. Recipients can collect Shoppers Optimum Points on most purchases made with their gift cards, making it "the gift that keeps on giving," as Smitham puts it—effectively a gift on a gift. There are currently over 9.6 million Shoppers Optimum Card members in Canada, so chances are many of your gift recipients would be able to take advantage of the points.

Shoppers offers volume discounts on bulk gift card orders, and fast order turnaround.



Diversity is the strength of your workforce,
it should be the strength of your incentive program as well.



In the world of business it's hard to please everyone. You know, you work with it everyday. So when it comes to rewarding your employees for a job well done, or saying thank you to your clients for their valued business, the Home Gift Card provides the solution. Decorating to renovating, hardware to furniture, with over 60,000 items to choose from and over 1,000 locations across Canada to redeem the card, the Home Gift Card has something for everyone. Get the card that gives you the flexibility you need for any occasion, Home Gift Card.



For more information on the program or to place an order contact.

Bill Ferguson
519-664-4988

Amie Shantz
519-664-4982

or e-mail us at
giftcard@homehardware.ca

With over 60,000 items and over 1,000 locations across Canada see how Home Owners can help.



Home Owners helping homeowners™

Home Hardware's locations are owned by individuals who have built strong relationships in their communities

HOME HARDWARE FOR THE HOLIDAYS

These days, it seems as though everyone is fixated on fixing up their homes. You can tap into this trend by giving out Home Gift Cards this holiday season.

Home Hardware stores carry over 60,000 different items, so there truly is something for everyone – from students to newlyweds to boomers to the retired.

"People can use Home Hardware Gift Cards to spoil themselves," says Bill Ferguson, Home Hardware's director, dealer support. With items spanning tools, paint, electrical and plumbing, lawn and garden, home décor, electronics, home appliances, housewares, sporting goods, auto, lumber and building supplies, even furniture, Home Hardware's offerings have broad appeal.

There are over 1,000 Home Hardware locations from coast-to-coast-to-coast. "It's easy to locate a Home store and easy to redeem," says Ferguson. Home Hardware offers attractive discounts on large volume purchases.

The RIGHT CHOICE

... to deliver your YEAR-END NUMBERS



It's
**NOT
TOO
LATE!**

It's the
Right Choice
to help you meet
your year-end
Sales Targets!



Still looking for ways to meet your 2009 sales targets? Then consider the powerful sales driving impact of a **Shoppers Drug Mart Gift Card**¹

It gives your customers easy access to over 20,000 items they use every day at over 1,000 locations across Canada. It can be loaded with any amount from \$5 to \$200. Plus, with over 9,000,000 Shoppers Optimum® cardholders, chances are your customers will love earning valuable Shoppers Optimum Points® every time they use their card.

With discounts earned on bulk orders, easy ordering, free shipping² and fast delivery, a Shoppers Drug Mart Gift Card is the right choice to help meet your year-end sales targets.

Go to www.shoppersdrugmart.ca/yearend to find out why running your year-end sales promotion with Canada's most valuable retail brand³ is good for business.

Visit www.shoppersdrugmart.ca/yearend to learn more or to place your order today.

**SHOPPERS
DRUG MART**



'New' wars haven't altered fashion



metro

TORONTO | OTTAWA | MONTREAL | HALIFAX | EDMONTON | CALGARY | VANCOUVER

King of Pop rumours denied by Kanye



One finger equals one more ticket

GESTURE An Ontario driver has learned a hard lesson about respecting authority.

He was pulled over for speeding Sunday on Highway 401 near Port Hope after being tracked by a police helicopter.

Police say the driver was stopped and ticketed for travelling 35 kilometres faster than the posted speed limit.

After he received the ticket and began to pull away, the driver raised his hand and flashed an obscene gesture toward provincial police Const. Bettina Schwarze.

She pulled the unidentified man over again and promptly gave him a \$110 ticket.

The offence? Making an improper hand signal.

THE CANADIAN PRESS

Local pg 3

T.O. man jailed for life in Ethiopia

Workology pg 17



Soccer Reds get ready



Toronto FC Field. It's

Students

Nearly 3,400 Ontario students who spend their summers working in provincial parks say the government is ripping them off by \$400 to \$600 each by refusing to give them holiday pay — a move they say is an abuse of labour laws.

For years, summer students received an 11 per cent top-up in lieu



Businesses boarding GST cash, report says

One of every four Canadian businesses that collect GST fail to turn the money over to the federal government on time, often because they want to improve their own cash flow, says a new report.

The most common reason for failure to meet filing obligations is that businesses don't run dry, says an analysis from the Canada Revenue Agency.

"The majority of repeat non-compliant behaviour is a conscious decision on the part of the GST registrant. When cash flow is low, registrants may give priority to other suppliers and themselves, and avoid filing or making payments to the CRA."

HST

■ The problem of late payments is compounded in those provinces that have harmonized their sales taxes with the five per cent GST, creating a so-called HST. New Brunswick, Nova Scotia and Newfoundland and Labrador have an HST, while Ontario and British Columbia plan to join them on July 1, 2010.

MAXIMIZE YOUR REACH

With Metro, you'll reach today's ideal target market – Young, Active, Metropolitans (YAMs) – at the right time, in the right format, in the right place. For innovative advertising solutions in **paper**, **online** and on **mobile**, maximize your reach with Metro.

For more information and to advertise, call:
1 888 91 METRO (63876)

metronews.ca

metro



BY CRAIG REDMOND

DIARY OF A TWITTERLICIOUS RFP

TWO SOLITUDES

Like any self-respecting parent, I first joined Facebook and Twitter to spy on my kids. Admittedly since then, Facebook has become an enriched alternative to my daily email. But Twitter was different. Beyond the minute-by-minute updates on Ashton Kutcher's bowel movements, the novelty of Twitter wore off pretty quickly.

Then one morning, our most tapped-in associate Courtney Johnston happened upon an intriguing Twitter feed. She alerted partner Rob Dawson and myself that the marketing director for a TV specialty channel in the U.S. had posted an RFP on Twitter. Turns out that the channel was Current TV – the brainchild of Al Gore.

The insatiable curiosity of the business mind catapulted the account guy to his Twitter homepage with a smart, provocative and alluring tweet:

Rob Dawson @jkretch Deep consumer insights is key to your brand strategy. concerto marketing. Experts in Morphological Psychology.
<http://tiny.cc/1hOyV>
Friday/ 09:22 am

I, on the other hand, posted silly shit:

Craig Redmond @jkretch Heads spontaneously explode at the sight of our agency model. Brain splatter, blood, Windex. Please stay away.
<http://tiny.cc/1hOyV>
Friday/ 09:45 am

What neither of us could have anticipated was how those first Twitter RFP responses would foster a new client relationship and turn the two of us into twittering schoolboys overnight.

It was pretty obvious from the outset that this was more than just a Twitter stunt. Jordan Kretchmer at Current TV in San Francisco was seeking a mainstream agency that was current in the world of social network marketing. So what better way to outwit the patented “we do everything” agency response than to cast the lure into the social network itself?

@jkretch Toasting the end of another mind-blowing day with client brain smoothies. We're Canadian. Waste not want not.
Friday/ 5:35 pm

What struck us most, aside from the utter freshness of the approach, was that it was completely transparent. As a participant, you knew exactly who you were competing against and able to evaluate what they were proposing. No backroom manoeuvres, no preordained winners, not who you knew or how far you were willing to lower your trousers. This was a fair RFP fight where you had nothing more than 140 characters to make a convincing agency proposal.

The transparency revealed who was participating but more importantly, who was conspicuous by their absence. Digital mavens like Modernista were there. And curve surfers like Creature had found the feed. But the mainstream agencies that Kretchmer had sought out in the first place were notably absent. So much for all that buzz about social media littering big agency blogs.

@jkretch Spent the night in the cooler. Refuse to divulge mind blowing secrets to anybody but Current. Mmmm brain bits.
Saturday/ 10:07 am

Even more interesting was that we appeared to be the only Canadian firm engaged. Here was a medium-sized U.S. client, who seemed unfazed by agency scope or geography, yet Canadian shops renowned for their digital prowess and creative currency were either unaware or uninterested in the opportunity. So as sole representatives of our great nation, we decided to give'r'r.

@jkretch In accordance with NAFTA, you are obliged to include at least one mind blowing Canadian agency in your search.
Saturday/ 4:45 pm

While I continued to post silly shit to keep Kretchmer entertained, my wily business strategist worked over the logical side of his skull. Rob Dawson cracked the Twitter wall and began having real conversations with the guy. And before we knew it, he had secured a meeting with Kretchmer in San Jose later that month, regardless of whether we were invited to pitch or not.

@jkretch So a little collateral brain spray at Current after all. Thanks Jordan. Will send our cleaning crew shortly.
Sunday/ 11:22 am

Eventually, industry press caught on to the story of the first-ever RFP posted, moderated and evaluated on Twitter. The floodgates opened with Kretchmer's legion of agency followers ballooning into the hundreds. And we found ourselves singled out alongside shakers like BBH New York and Chiat Day L.A. as noteworthy contenders.

In the end, we didn't make the not-so-shortlist of 17 agencies. But we got a one-on-one meeting with the prospect. We got our spotlight in press coverage and we got about 400 unique visitors to our website in less than 72 hours – and all without spending one agency dime or suffering the usual man-hour carnage that comes with a pitch.

I think I might just give this Twitter thing another chance.

Craig Redmond is VP creative director of Vancouver-based Concerto Marketing Group. www.concertomarketing.com

BY WILL NOVOSEDLIK

SELLING TIME

(a.k.a. the art and science of brand mythology)

It is both the most sought-after and the most elusive of commodities. Like money, once we've spent it, it's gone. But unlike money, it is completely intangible, and we can never really hold it, let alone own it, which is probably why we're always calling it precious. We may say we have it, but we're really just fooling ourselves. In fact, it has us.

I am talking about time. When you're young, you waste it. When you're old, you try to stop it. And perhaps it is because of its very intangibility, its detached, almost fearsome independence from us, that we try to convince ourselves that we are masters of it...by wearing wristwatches.

With the amount of money you can spend on a wristwatch these days, you need to be the master of something – hopefully something that will make you wealthy enough to believe you are a master of time. Over the last decade or so, some watches have become the equivalent of wrist-borne Porsches. In fact they're not called "watches" anymore; that term is far too prosaic to capture the subatomic precision with which these extremely complex, jewel-laden devices can dissect and reconstruct the moments of our daily lives.

At the luxe end of the wristwatch spectrum, they are called "chronographs" or "chronometers." You can ride these puppies to Mars, dunk 'em into burning lava, drive over them with your Hummer, and they'll still be able to keep time within an infinitesimal margin of error.

The artificers of these remarkable instruments can be found at Geneva's annual week-long *Salon International de la Haute Horlogerie*. Here the real time lords assemble to ogle each others' latest attempts to create the world's most exquisite and expensive timepieces. Names like Panerai, Audemars Piguet, Patek Philippe and Hublot are here to make Rolex look like Timex. Indeed, at 2,000 watches a day, Rolex almost sounds like a commodity next to Audemars Piguet, which turns out 30,000 watches a year.

It's not that Rolex is a slouch. You can buy one for as low as \$4,200 or as much as \$100,000. It's just that the luxury watchmaking industry is one in which perfectionism knows no bounds, which means Rolex has plenty of competition. Once the Kleenex of luxury watches and the hottest selling knock-off on the street, the venerable timepiece competes with rivals such as the Grand Seiko, manufactured at the Morioka factory in the northern reaches of Japan. Here the average watch takes up to 40 days to create, including 17 days of testing. Audemars Piguet may boast a limited run of 30,000 watches a year, but Morioka produces a fifth of that annually, and sells them only for about \$15,000.

So here we are in the 21st century and we have the makers of luxury, precision timepieces duking it out to produce fewer watches than their competitors. You don't



Patek Philippe takes watchmaking to new heights in the video "The Birth of a Legend."

want to see too many other folks wearing your Hublot or Panerai. But far more interestingly, at a time when it seems we can do almost anything with technology, the most expensive timepieces in the world are mechanical. You still have to wind them up.

To sell a wind-up watch for tens, if not hundreds of thousands of dollars, you need a lot of brand mythology. For a taste of how intensely mythologized the high art of watchmaking can be, go no further than YouTube. There you will find short branded films that explore the universe of chronography in macro detail, all set to the kind of soundtrack you might hear just before you die and go to heaven. Check out Patek Philippe's "The Birth of a Legend," for example.

Patek Philippe is the brand that claims "You never really own a Patek Philippe; you merely look after it for the next generation." So not only do you need to go back in time to earlier methods of mechanical craftsmanship, but you have to surrender to the fact that your timepiece has much more of a future than you do. It

is the contemporary equivalent of a vanitas painting, the historical form of still life that features a skull to remind the artist's patron of the inevitability of death.

The ultimate example of chronographic vanitas? The Hublot "One Million Dollar Bang." Reminiscent of British artist Damien Hirst's "For the Love of God," a human skull encrusted with 8,601 diamonds and priced at \$100 million, the Hublot One Million Dollar Bang is a timepiece with 493 "baguette" diamonds and priced at a predictable \$1 million. The only visible working parts are the hands, which float above a pure diamond face. Validating the old saying "time waits for no one," the first edition sold out over the phone before the brand was even launched.

The marketing insight? No one buys a watch to tell the time. The correct time is all around you – on your computer, on your mobile phone, on TV. As Marc Schund, CEO of Swiss watchmaker Xemex, recently noted, "Time is everywhere. But this has been very good for us. Now everyone wants to own a nice design. Watch buying has become like buying a painting. We are in that market."

Will Novosedlik is VP brand and communications for Globalive Wireless, Canada's newest national mobile operator. novosedlik@gmail.com

BRAND EXPERIENCE

THE NEXT BIG THINGAMAJIG(S)

John Farquhar, agency maven and futurist, predicts what could be next in the bold and exciting business of marketing communications

verbiage

@verbiage brood,
drink, blog, eviscerate,
post, LOL, surf,
buy, buy, buy
Sent right now

After the success of Twitter comes Verbiage, a social media phenomenon comprised entirely of verbs. “Every word is a call to action! It’s amazing!” exclaimed one dedicated follower. After a meteoric rise, Verbiage implodes horribly when it is discovered all 12 million “Verbers” are employees of social media companies verbing each other. The president and CEO of Verbiage is forced to put the company into receivership and return to complete his sophomore year at university with little to show for his efforts other than the \$325 million he made from the IPO.



Cuddly is the name of the hottest agency in the business. Acclaimed as “revolutionary” by *Ad Age* and winner of an even dozen gold Lions at the Cannes Advertising Festival, Cuddly exclusively creates ads that features puppies and kittens. “People just love puppies and kittens!” says Cuddly’s founder and CEO, sipping herbal tea, curled up in what appears to be a giant basket full of colourful balls of yarn. “It doesn’t seem to matter what category we’re in – cars, insurance, muffler repair, embarrassing skin disorders – people love puppies and kittens! We tried a baby rabbit in an ad once, but it died in research. So we went back to what we know. Because people love puppies and kittens!”



Seen as totally state-of-the-art in customization and a godsend to marketers everywhere, Real Time Advertising hits the air. Marketers can get instant feedback on their TV ads and are now able to change commercials as they run. Although heralded as breakthrough, early tests of the technology showed the “feedback” came almost exclusively from 14-year-old boys demanding that female on-camera presenters “take their blouses off.”

*All Next Big Thingamajig predictions are the opinions of **Wild Mouse Advertising president/CD John Farquhar** and do not reflect the futurist musings of strategy magazine. In fact, we seriously doubt that whole Cuddly thing will come to fruition, believing as we do that all signs – from cloud-based marketing to Tumblr – point to a post-subliminal renaissance. And we totally have a tag cloud to prove it. Check out Farquhar’s musings at <http://wildmouse.ca/blog>.*

WE'RE SHINING A VERY SMALL SPOTLIGHT ON BC HYDRO, THE 2009 BCAMA MARKETER OF THE YEAR.

Join us as we celebrate in the most efficient way possible.

Tuesday, September 15, 2009
The Westin Bayshore, Vancouver
Welcome Reception: 5:00pm
Dinner and Presentation: 6:30pm

Register online at bcama.com
or call **604-983-6AMA** (6262)

EARLY-BIRD PRICING

(ends August 31)
BCAMA Members: \$85
Non-Members: \$120
Students: \$70
Corporate Table (10): \$1100
Half Table: \$550

REGISTRATION

(September 1-14)
BCAMA Members: \$110
Non-Members: \$150
Students: \$80
Corporate Table (10): \$1400
Half Table: \$700

BChydro
powersmart



DDB°

METROPOLITAN
FINE PRINTERS

BCBUSINESS
www.bcbusiness.ca

BUSINESS-VANCOUVER

Ipsos
Ipsos Reid • Ipsos ASI

THE VANCOUVER SUN
DELIVERING. INSPIRING. STORIES.

strategy

News1130
ALL NEWS RADIO

DATAcore
Self Management Systems

make it BUSINESS
MAGAZINE

"Make the logo smaller."



Bet you've never heard that before. Then again, you've probably never insisted your digital ad go on a Samsung Digital Signage Solution like this. Build any shape wall using up to 250 screens with 125 feeds from one source. Connect with your target with Canada's #1 digital signage provider.* It's impossible to miss. No matter what size the logo is. www.samsunglfd.com 1-800-SAMSUNG

SAMSUNG